Recruitment and Retention

Defence Forces Data Analysis

Department of Defence

&

Department of Public Expenditure and Reform

Executive Summary:

The recruitment and retention material contained in this submission is in respect of Defence Forces personnel and has been prepared following a request from the Public Service Pay Commission (PSPC). The Commission is currently tasked with seeking to establish in the first instance whether and to what extent a difficulty exists in terms of recruitment and retention for specific groups / grades / sectors and where a difficulty is identified examine the full range of causal factors. It is noted that in the Commission's Module 1 Report particular reference is made to the fact that the Commission is prevented by virtue of its Terms of Reference from undertaking a general pay review for any group. This is accordingly the context to the Commission's examination of recruitment and retention in the Defence Forces.

This material expands upon previous material originally supplied to the Commission in April 2017 and encompasses the entirety of the Permanent Defence Force and also includes material relating to civilian employees working with the Defence Forces.

The Defence Forces recruit the vast majority of members at entry-level ranks, either as enlisted apprentices, enlisted recruits or officer cadets. In this context, the filling of vacancies at non-entry level ranks is largely done through promotion competitions. The nature of the roles assigned and operational context for the Defence Forces means that the Defence Forces also currently train, educate and develop the majority of their personnel. This differs from many public and private sector organisations where vacancies for differing grades can be filled from open market recruitment.

For this reason there is a significant amount of contextual material included in this submission. This is intended to assist the Commission in understanding how the Defence Forces fill vacancies and develop all its personnel. This is necessary in order to provide a fuller picture of challenges and work practices, which focusing the material on trends alone would not accomplish.

The material provided in this submission sets out recruitment and turnover trends in detail. This encompasses both line (non-specialist) and technical specialists across the Army, Naval Service and Air Corps. Specialists make up a smaller proportion of overarching numbers and accordingly, the majority of personnel who depart the Permanent Defence Force in any given year are from the line stream.

In some cases it was possible to provide recruitment and turnover trends back to 2002 and this is useful in identifying pre and post recessionary indicators. In other cases only more recent data could be sourced. The strength ceiling for the Permanent Defence Force was reduced twice by Government during the recession with the current strength of 9,500 personnel set in 2012. The White Paper on Defence (2015) further provides the policy basis for a strength of at least 9,500 personnel.

The Department of Defence sought an extension to the original deadline to source further material and the attached material is the best that can be provided in the circumstances, whilst every effort has been made to ensure the accuracy of the information, there will inevitably be some minor variances in figures produced, depending on the source of the information.

The Defence Forces are unique in their role in that they are prohibited from striking and are subject to military law.

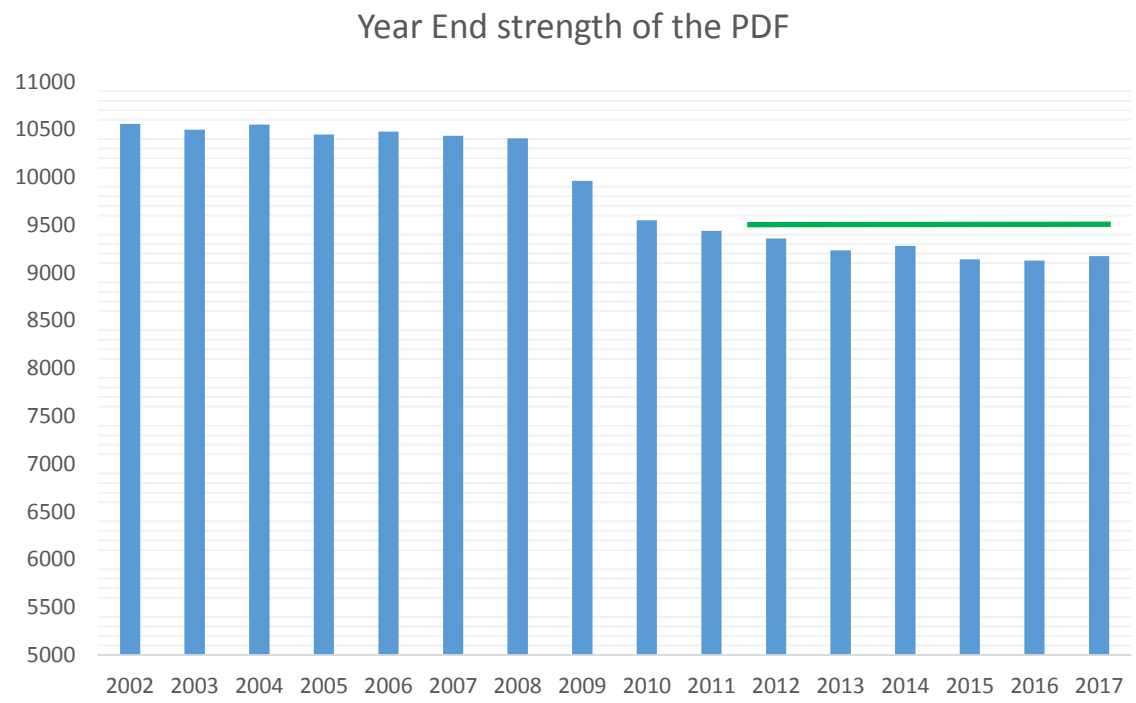
The general conclusions that can be made from the available Defence Forces data are as follows:

- The strength of the PDF has reduced in the period since the Government set a revised strength level of 9,500 personnel, with a net loss of approximately 265 personnel in the period between end 2011 and end 2017.
- Turnover rates across the entire Defence Forces are currently 1.8% higher than the Long Run Average of 6.3%, however this is in line with a tightening labour market and the relationship between the two has been consistent across all points of the business cycle.
- Looking into specific data of departures within grades, the number of departures relative to the grade strength is small. However, the impact of shortfalls in strength against the ECF establishment can be further increased by such departures.
- Both applications and appointments are currently at high levels
- There is a considerable drop off from initial application to successful recruitment outcome.

Overview of PDF Strength

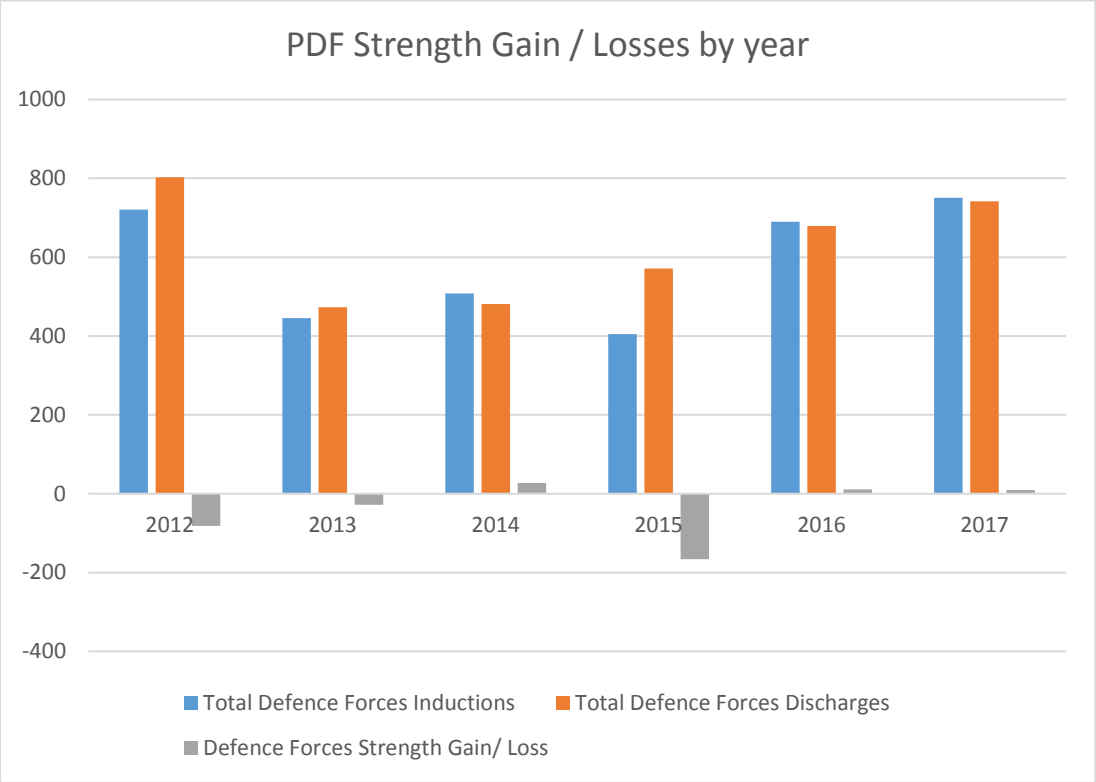
The graph below shows the changes in strength of the PDF in the period since 2002. The Government set the strength of the Defence Forces at 9,500 personnel as part of Budget 2012 and this is shown by the green line. The strength of the PDF at end 2011 was 9,438 personnel and at 2017 was 9,251.

Figure I



The graph below shows the strength gains and losses in the period since end 2011.

Figure II



The graph above shows the changes in strength of the PDF in the period since 2002. The Government set the strength of the Defence Forces at 9,500 personnel as part of Budget 2012 and this is shown by the green line. The strength of the PDF at end 2011 was 9,438 personnel. The strength of the PDF at end 2017 was 9,251 WTEs. In the period since end 2011, this represents a reduction in strength of approximately 265 personnel or –2%. This is in line with the overall public service number reductions through the recruitment moratorium and retirement incentives during this period.

Currently, the strength is 3.4% below the target establishment of 9,500.

Summary of Recruitment Data Analysis:

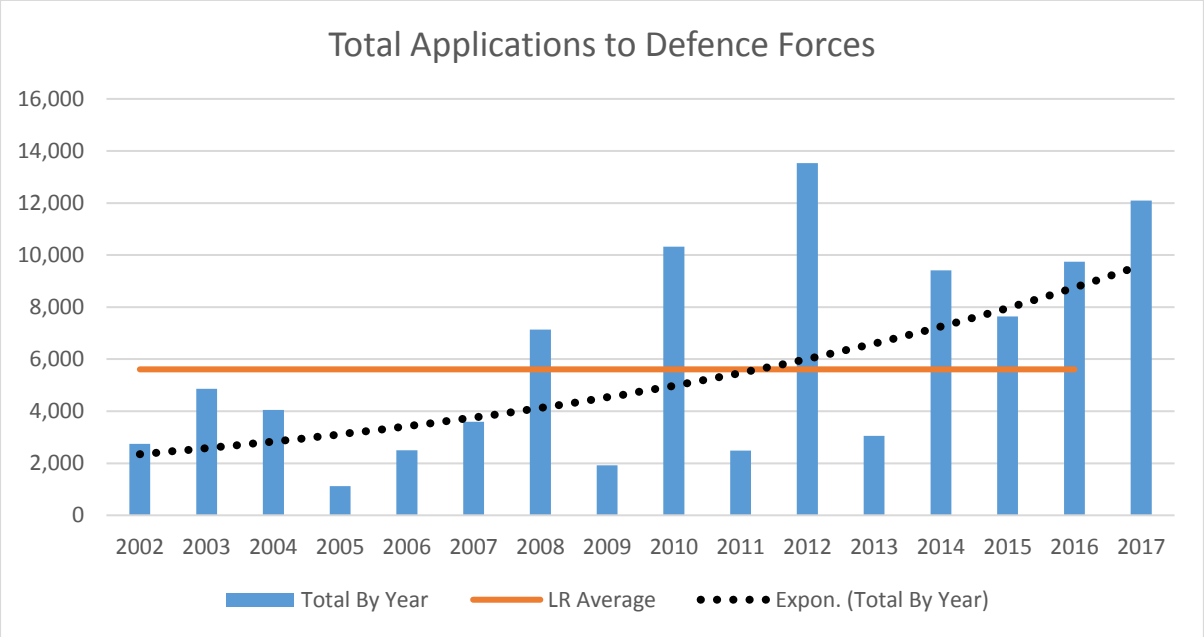
Applications:

In the cases where sufficient data is available the Long Run Average number of applications was calculated over the previous years and used to compare to current levels of recruitment applications. Based on the data provided by the Department of Defence, applications to the Defence Forces have been high in recent years.

For example, the Long Run Average 'Total Applications' to the Defence Forces for the period between 2002 and 2016 was 5,608 applicants. In 2017the number of applications was 12,089 or put another way, 2017 applications were 116% higher than the Long Run Average. In 2017 general service recruitment moved from one competition per annum to two.

In the years since 2014 applications to join the Defence Forces have been in excess of the 15 year average. It should be noted that since 2016 applications for entry to the Defence Forces are only possible through the online application form available on the Defence Forces website at www.military.ie. This has made it easier for applicants to express an interest in applying and is a factor in the increased number of applications. However, the level of fall off between initial application and the first phase of the assessment process is significant.

Figure III



Sufficient data was submitted in order to continue this analysis of applications in respect of General Service Recruit applications, Cadet Applications and Air Corp Apprentices

Applications, as shown below. In these cases where information was provided, applications are also at levels in excess of their 15 year long run average.

Figure IV

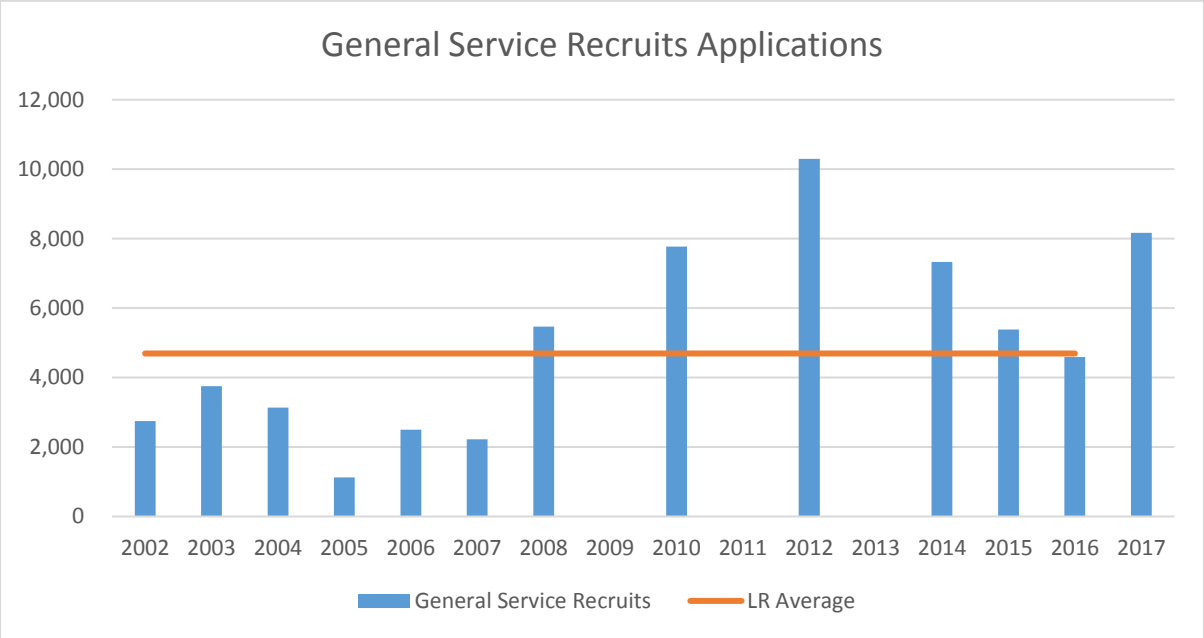


Figure V

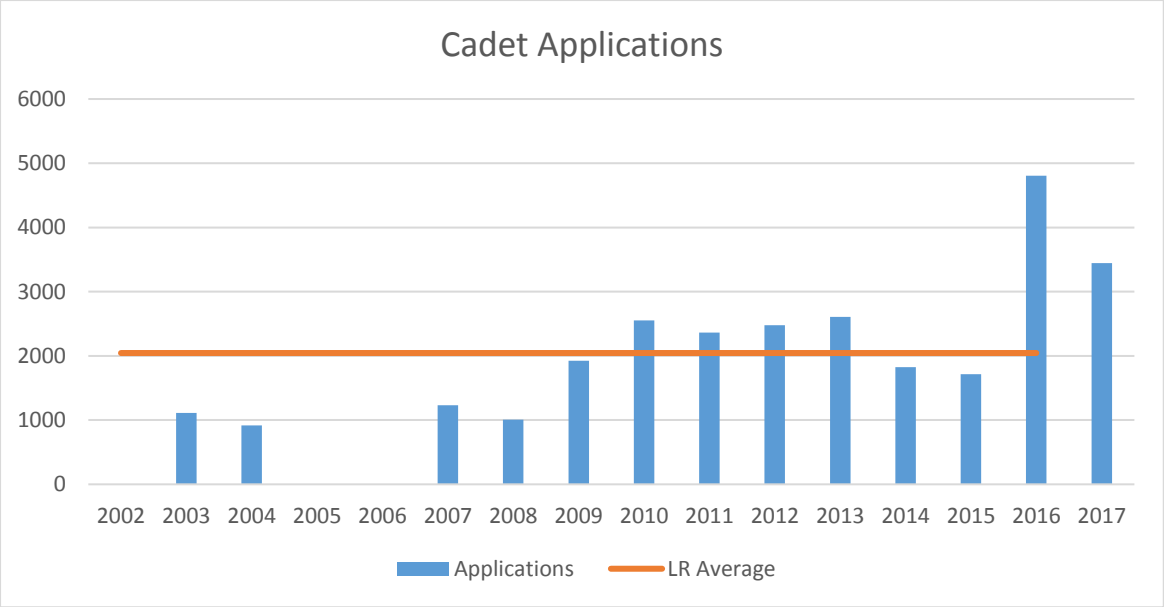
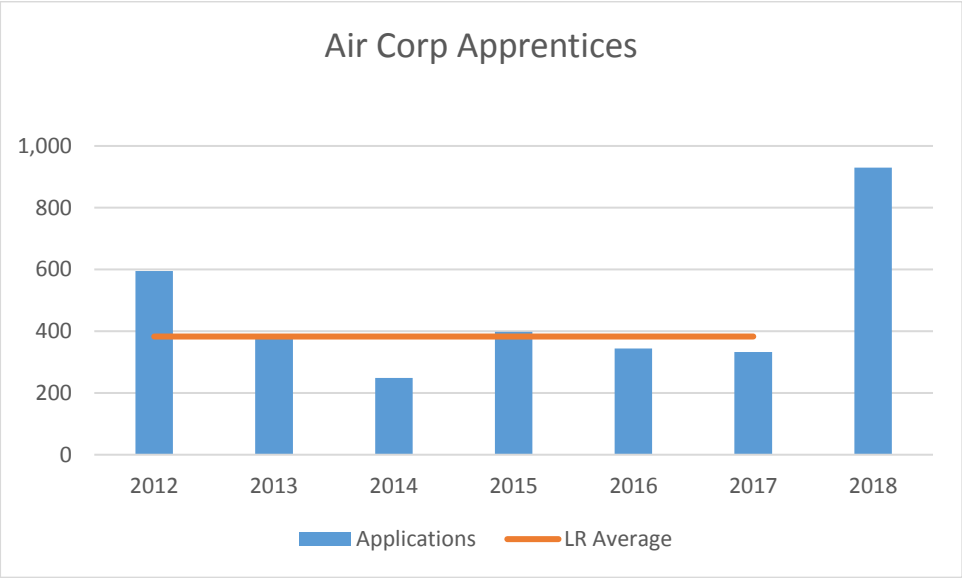


Figure VI



Additional data in this regard on an individual grade basis for the Defence Forces is not readily available.

Applications and the Recruitment Process:

Shown above are aggregate headline applications to the Defence Forces. As detailed in Section 1.1 of this document, once an application has been made, there are various stages in the recruitment process including psychometric testing, fitness and medical assessment followed by the interview stage. At each stage in the process there is a drop off in applicants, as candidates fail to attempt, or fail in the attempt.

Central to the analysis of recruitment in the Defence Forces, is an examination of the recruitment process and the resilience rates or drop off at each of the various stages as this determines the pool of successful candidates from which appointments can be made. Table 4 in this document shows the resilience rates for 2017, at each stage, but this level of detail is not currently available for preceding years. It should be noted that figures for 2017 relate to two general service competitions.

Data for the period 2012-2017 is available for the psychometric testing stage of the process for General Service recruits and is presented below. It should be noted that no competition was run in 2013.

Up until 2015 fitness testing was the first stage of the competitive process for general service recruitment, with psychometric testing occurring at a later point, this changed in 2016 with the

Psychometric testing becoming the first stage in the application process. On average across the years 2012 – 2017 only 30% of those who register an interest in joining the Defence Forces attempt the psychometric test.

In the period between 2012 and 2017 there have been on average 1,392 successful applicants after psychometric testing with the numbers increasing in 2015 and 2017. As shown in the table below, **numbers attempting the psychometric tests increased by 55% in 2017**, as one would expect from the increased number of overall applications arising from two competitions. This increase is also the result of a change in the induction process in 2016 which requires applicants to complete the Psychometric Test at the first stage of application.

However, although numbers attempting the test applications increased by 55%, this translated into only a 10% increase in successful applicants. This highlights the variability in pass rates over the various years. For example in 2014 only 54% of those who attempted the test were successful, whereas in 2016 86% of the cohort were successful. The specific tests in use have varied over this period.

Figure VII

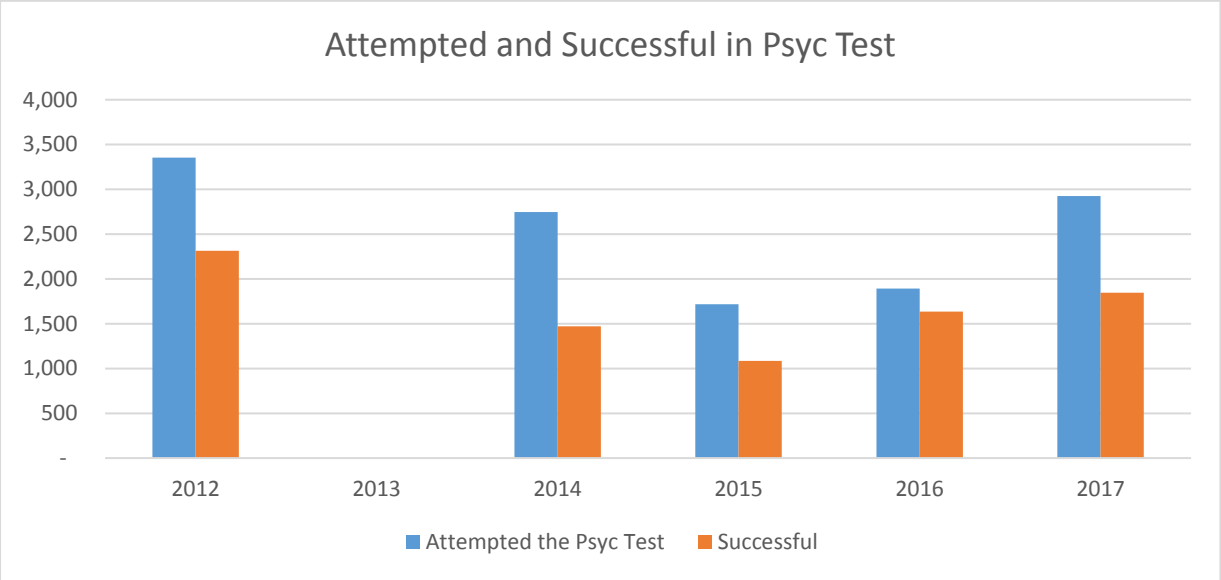


Table I

	2012	2013	2014	2015	2016	2017
Attempted	3,353	0	2,747	1,717	1,892	2,925
Successful	2,315	0	1,471	1,086	1,635	1,845
Successful % of Attempted	69%		54%	63%	86%	63%

Recruitment and Training Capacity:

The ability of the Defence Forces to train and accommodate inductees within its ongoing commitments can vary year on year. Options to enhance training capacity are being considered. The Defence Forces' training capacity is dependent on vacancies within the organisation and the ability of the organisation to train and accommodate new inductees within its ongoing commitments, as a result the capacity varies every year.

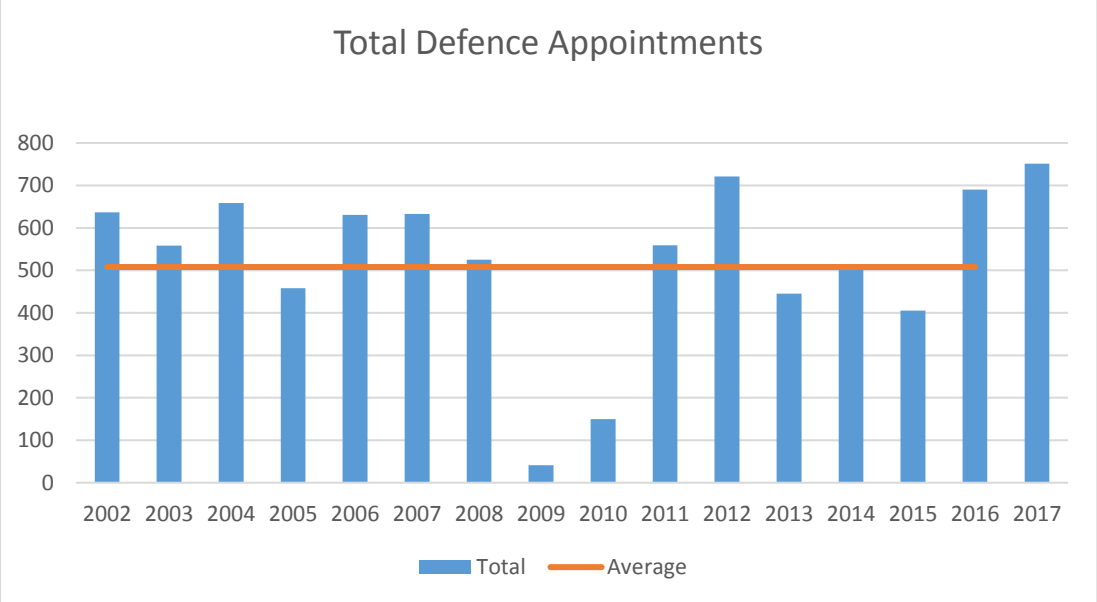
The overall training capacity for 2018 was 820 and the training capacity in 2019 is expected to be 717. Since no other data is available, if the average of these two years (769) can be assumed as generally representative of previous years, if applied to 2017, for example, the number of **candidates to pass the psychometric testing stage would stand at 2.4 times training capacity.**

Appointments:

Following on from the previous section, Appointments are made from the pool of successful applications. Appointments to the Defence Forces are linked to vacancies in the ECF establishment, with an increase in appointments linked to strength shortfalls and turnover. However, as previously indicated, turnover of trained personnel is a complicating factor.

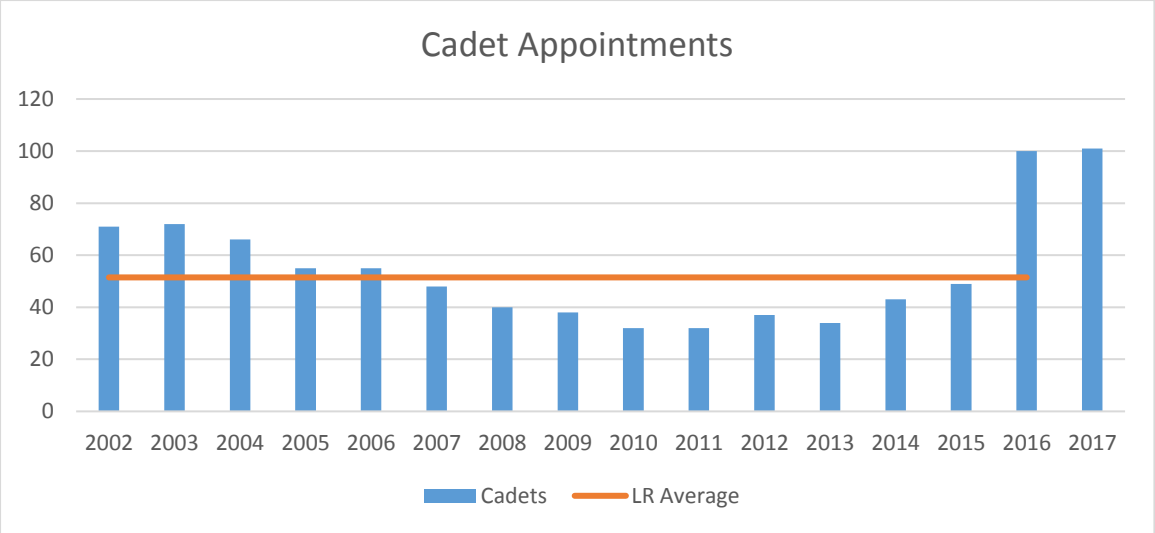
In the period between 2002 and 2016 the average number of appointments made to the Defence Forces was 508. However, it should be noted that restrictions in recruitment (moratorium on public sector recruitment) occurred at times during this period and this impacts the long run average. The number of appointments to the Defence Forces stood at 690 in 2016 and 751 in 2017, or alternatively 36% and 48% above the Long Run Average appointments in 2016 and 2017 respectively, as shown below in Figure 2.

Figure VIII



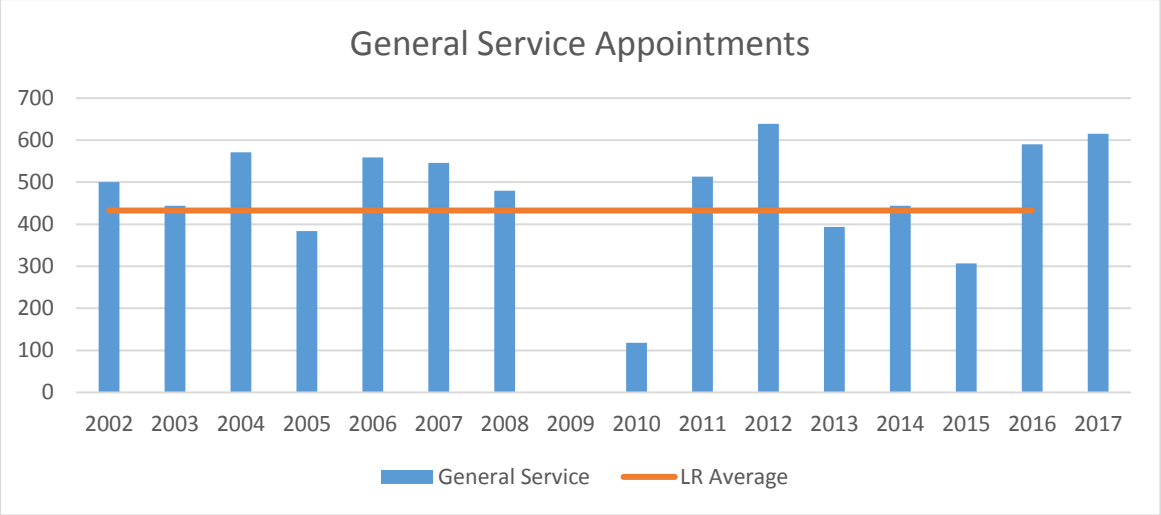
There was sufficient data submitted to continue this analysis of the current level of appointments relative to the Long Run Average in respect of Cadet Appointments and General Service Appointments, as shown below.

Figure IX



For the period between 2002 and 2016 the average number of appointed cadets was 52. In 2016 and 2017 the number of cadets appointed were double the LR Average at 100 and 101 respectively. The large Cadet intakes in 2016 and 2017 were to address the cumulative vacancies within the Officer ranks.

Figure X



For the period between 2002 and 2016 the LR Average number of General Service appointments was 433. In 2016 the number of appointments made was 36% higher than the LR average. In 2017 this increased further to 42% above the LR Average with 615 appointments made.

Summary of Retention Data Analysis:

Turnover data is available for enlisted, officer and trainees from 2008-2017 and is presented below. Exit data is available from 2002 but the unavailability of trainee strength data over the same time frame means it is impossible to calculate turnover figure for the earlier period.

As shown in the table below, the total turnover rate for the Defence Forces (including trainees) over a 15 year period has averaged 6.3%. In 2017 the total turnover rate was 1.7 percentage points above this 15 year average.

Recruits and other trainees are counted in total turnover. The proportion of trained versus untrained personnel who depart in any given year can vary significantly. The chart below illustrates this issue and it is further considered in the main body of the report.

Figure XI

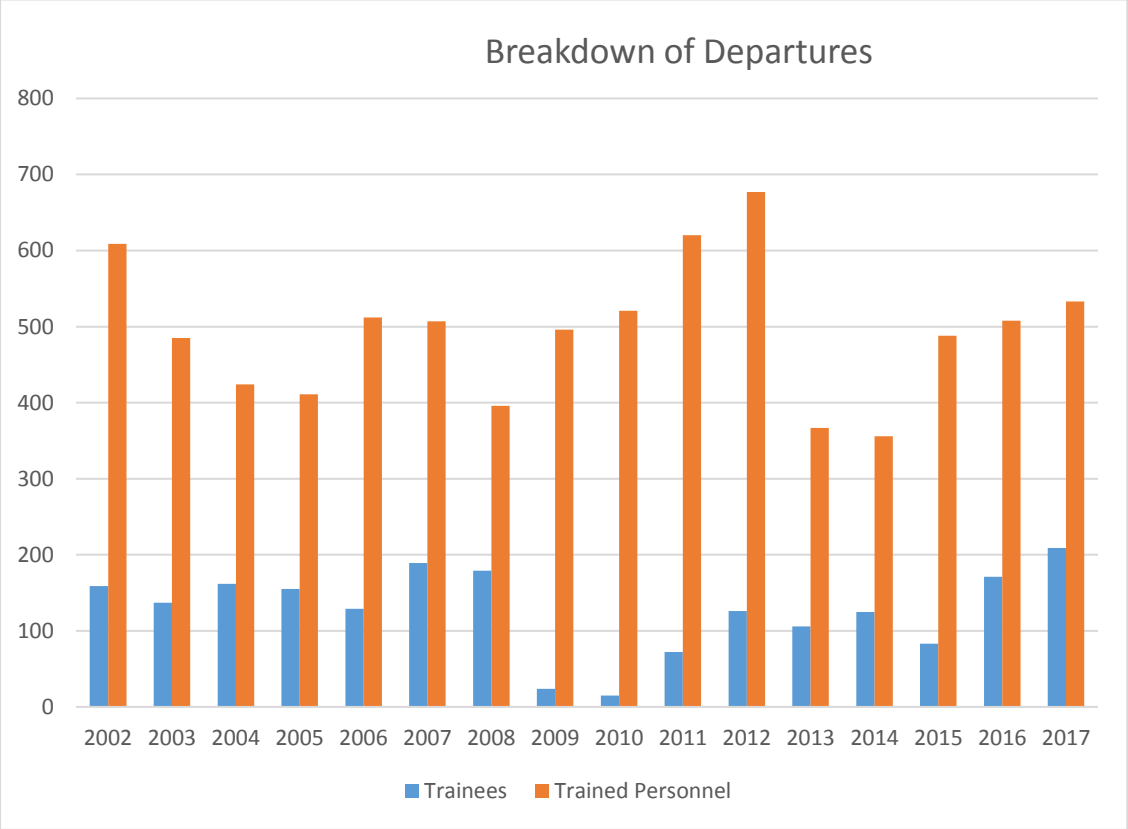


Table II - Total Defence Force

	Total Defence Forces Strength	Total Defence Forces Exits	Total Defences Turnover
2002	10,559	768	7%
2003	10,498	622	6%
2004	10,551	586	6%
2005	10,446	566	5%
2006	10,477	641	6%
2007	10,434	696	7%
2008	10,408	575	6%
2009	9,933	520	5%
2010	9,550	536	6%
2011	9,438	692	7%
2012	9,359	803	9%
2013	9,318	473	5%
2014	9,355	481	5%
2015	9,194	571	6%
2016	9,200	679	7%
2017	9,251	742	8.0%
		Average	**6.3%**

Army

- Currently the total turnover rate for the Army (including trainees) is 1.7pphigher than the 15 year average.
- The Army Enlisted personnel (including trainees) turnover rate is 1.1pp higher than the 15 year average.
- The Army Officer turnover rate is 2.3pp higher than the 15 year average.

Naval Service

- The Total Naval Service turnover rate (including trainees), is 1pp higher than the 15 year average.
- The Naval Service Officer turnover rate is 1.1pp higher than the 15 year average.
- The Naval Service Enlisted personnel (including trainees) turnover rate is 0.9pp higher than the 15 year average.

Air Corps

- The Total Air Corps turnover rate (including trainees), is 1.9pp above the 15 year average.
- The Air Corps Officer turnover rate currently is 3.9pp higher than the 15 year average.
- The Air Corps Enlisted personnel (including trainees) turnover rate is 1.1pp higher than the 15 year average.

Table III - Army

	Total Army Strength	Total Army Exits	Total Army Turnover
2002	8620	643	7%
2003	8517	519	6%
2004	8592	474	6%
2005	8539	456	5%
2006	8536	515	6%
2007	8512	558	7%
2008	8507	474	6%
2009	8070	436	5%
2010	7752	433	6%
2011	7608	516	7%
2012	7469	657	9%
2013	7463	366	5%
2014	7522	379	5%
2015	7358	438	6%
2016	7332	525	7%
2017	7386	588	8%
		Average	**6%**

Table IV - Air Corps

	Total Air Corp Strength	Total Air Corp Exits	Total Air Corp Turnover
2002	905	51	6%
2003	902	35	4%
2004	871	43	5%
2005	852	42	5%
2006	865	36	4%
2007	845	49	6%
2008	832	33	4%
2009	805	36	4%
2010	766	51	7%
2011	785	65	8%
2012	783	50	6%
2013	769	33	4%
2014	769	42	5%
2015	750	56	7%
2016	704	47	7%
2017	724	52	7%
		Average	**6%**

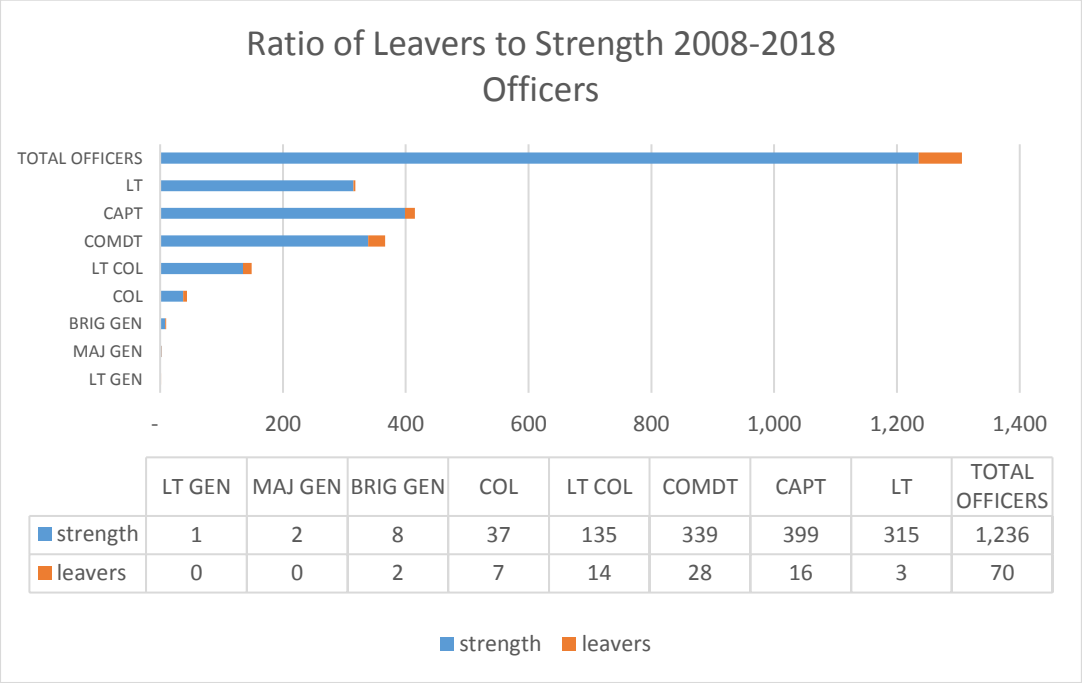
Table V - Navy

	Total Navy Strength	Total Navy Exits	Total Navy Turnover
2002	1034	40	4%
2003	1079	31	3%
2004	1088	38	3%
2005	1055	39	4%
2006	1076	49	5%
2007	1077	53	5%
2008	1070	46	4%
2009	1031	35	3%
2010	1032	45	4%
2011	982	88	9%
2012	1041	63	6%
2013	1013	56	6%
2014	1064	40	4%
2015	1086	56	5%
2016	1090	73	7%
2017	1063	62	6%
		Average	**5%**

Rank Based Strength to Leavers: 2008-2018:

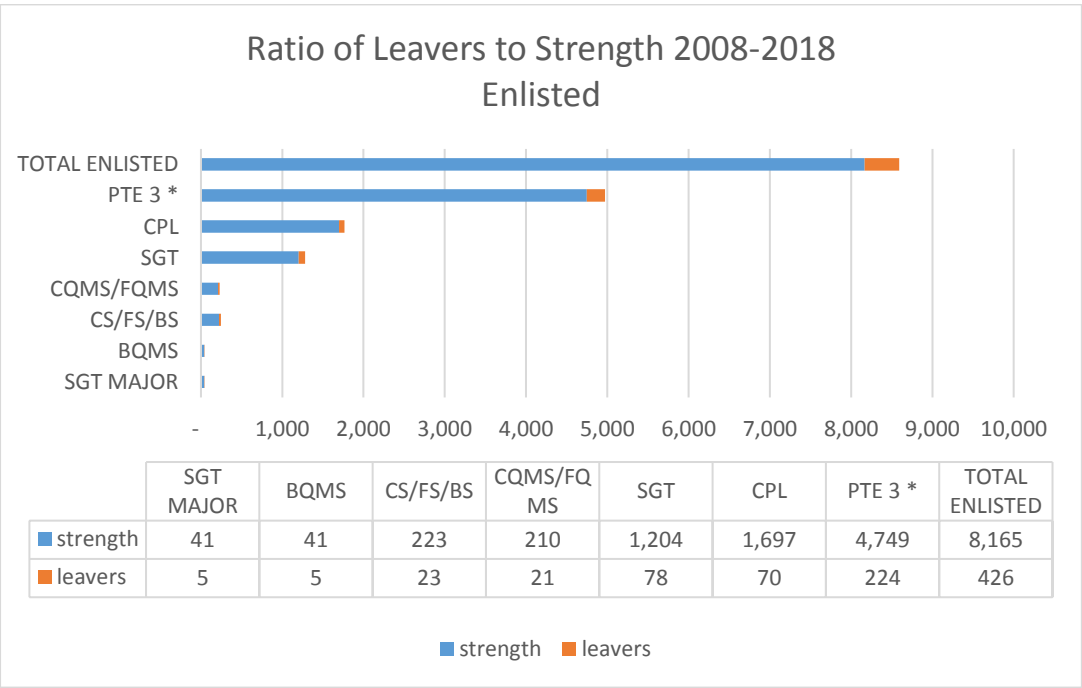
The best available data for rank based strength was available back to 2008. This limits the analysis to establish long term turnover rates, across time and various points in the economic and labour market cycle, as was conducted in the analysis above. As such the average ratio of leavers to strength within the ranks is presented below. It should be noted that the actual strength in each grade can be below the ECF establishment for that grade (which is the target strength level). Personnel departures can have a cumulative effect on strength levels when there is an existing shortfall against the ECF establishment within that grade. As shown below in absolute terms, over the last 10 years within the individual ranks, the number of leavers have been relatively small in relation to the average strength over the same period.

Figure XII



	LT GEN	MAJ GEN	BRIG GEN	COL	LT COL	COMDT	CAPT	LT	TOTAL OFFICERS
strength	1	2	8	37	135	339	399	315	1,236
leavers	0	0	2	7	14	28	16	3	70

Figure XIV



	SGT MAJOR	BQMS	CS/FS/BS	CQMS/FQMS	SGT	CPL	PTE 3 *	TOTAL ENLISTED
strength	41	41	223	210	1,204	1,697	4,749	8,165
leavers	5	5	23	21	78	70	224	426

Although LR trends cannot be inferred from limited time frames, all ranks of officers, and the majority of enlisted ranks, have significantly lower Turnover rates in 2018 than across the 10 year period.

Summary:

- Total applications to join the Defence Forces are greater than the 15 year long run average.
- In 2017 the number registering and attempting the psychometric testing increased by 10% in 2016 and a further 55% in 2017.
- There is a significant attrition rate (70% on average) between the online registrations and those attempting the psychometric testing.
- There is significant variability in the numbers of personnel who are successful in General Service competitions with pass rates on the psychometric test stage differing significantly over the period examined, ranging from 54% to 86% which have variable impacts on the eligible number of applications each year.
- The number of eligible applications after psychometric testing stands well in excess of the training capacity.
- The headline turnover rate for the Permanent Defence Force is 8.1 percent.
- In the period since 2002, the number of trained personnel departing the PDF peaked in 2012 at 677 personnel (inclusive of retirements) equal to a turnover rate of 7.8%. At end 2017, 533 trained personnel departed the Permanent Defence Force (inclusive of retirements) equating to a turnover rate of 6.2%. Departure rates vary across ranks and this is set out in detail in the main body of the report.
- The strength of the PDF was set at 9,500 personnel in Budget 2012. In the intervening period to end 2017 there was a net strength loss with the strength at end 2017 being 9,251WTEs which runs at 2.6% below the establishment figure.

Recruitment & Retention Trends & Challenges in the Permanent Defence Force

Executive Summary: i
Defence Forces Overview 4
Part I – Recruitment 20
1.1: Applications to join the Permanent Defence Force 21
1.2: Appointments to the Permanent Defence Force 25
1.3: Evidence/causal factors (specialist area, experience, etc.) for recruitment difficulties. 27
1.4: Initiatives to enhance recruitment and address recruitment difficulties: 30
1.5: Mediums used for recruitment 34
Part II – Retention in the Permanent Defence Force 35
2.1: Army 48
2.2: Air Corps 71
2.3: Naval Service 86
2.4: Retention Issues 93
2.5: Initiatives to enhance retention 94
Part III - Other Matters 97
3.1: Details of exit interviews and reasons for exits from the Defence Forces 97
3.2 Defence Forces Pay: 99
3.3: Military Pensions 103
Part IV - Civilian Employees, Department of Defence 104
4.1 Background 104
4.2 Recruitment – Civilian Employees 104
4.3 Turnover 106
4.4 Sick Leave Statistics 106
4.5 Impediments to Recruitment 106

Appendix A: Defence Force Establishment – (From 2012 onwards) 109
Appendix B: Defence Forces Military Ranks 110
Appendix C: PDF Competitions, Appointments and Applicant Resilience 2007-2017 111
Appendix D: Summary of Defence Forces Technical Pay Group 1 to 6 Trades 122
Appendix E: End of year strength figures 2013 to 2017 124
Appendix F: Summary of Defence Forces superannuation arrangements 129
Appendix G: Civilian Employee Numbers 1998-2017 132
Appendix H: Recruitment specifics 133
Appendix I: Civilian competitions 2014 - 2017 134
Appendix J: Cost of Pyschology Services 137
Appendix K: Cost of Physiotherapy Services 138
Appendix L: Civilian Leavers by category 2011 - 2017 139
Appendix M: Statistics regarding Sick Leave 140
Appendix N: Summary of Pay & Allowance Adjustments for PDF from 2010 to 2018 141

Table 1. Organisation of the Defence Forces....5
Table 1.1 9
Table 1.2 9
Table 1.3 10
Table 2. Current weekly rates for Technical Pay....11
Table 2.1 12
Table 2.2 12
Table 2.3 13
Table 2.4 13
Table 2.5 14
Table 2.6 15
Table 2.7 16
Table 2.8 17
Table 2.9 17
Table 2.10 18
Table 3. Number of Applications to join the PDF 2002-2017....21
Table 4. Breakdown of applicant falloff in 2017 Competition....22
Table 5. General Service Recruitment - Psychometric Test Pass Rates....23
Table 6. Appointments to the Permanent Defence Force....25
Table 7. Inductions v Discharges 2002-2017....26
Table 8. Air Corp Apprentice Induction....28
Table 9. Departures all ranks Permanent Defence Force 2002 to 2017....35
Table 10. Turnover as Percentage of Strength....37
Table 11. Average length of Years of service on Exit....39
Table 12. Departures within 1-5 years....41
Table 13. General Service Recruits discharged during training....42
Table 14. Rank breakdown of personnel leaving with less than 5 years' service between 2008 and 2017....43
Table 15. Departures – Reason for leaving the Defence Force....47
Table 16. Departures all ranks (Army) 2002 to 2017....49
Table 17. Departures all ranks (Army) 2002 to 2017 as a Percentage of Strength....50
Table 18. Departures all ranks (Army) 2002 to 2017....51
Table 19. Captain Departures (Army) 2007-2017....51
Table 20. Enlisted personnel in receipt of Technician pay who left the PDF 2002-2016....54
Table 21. Comparison Corp of Engineers Strength 2011-2017....56
Table 21.1 Comparison Corp of Engineers Percentage of Strength versus Establishment 2011-2017....56
Table 22. Comparison Corp of Engineers Establishment versus Strength....57
Table 23. Gaps in strength v establishment in the COE over the past four (4) years....57
Table 24. Corps of Engineers Trainee Technician Scheme (TTS) 2013-2017....58
Table 25. Comparison CIS Corp Establishment versus Strength 2011-2018....60
Table 25.1 Comparison CIS Corp Percentage of Strength vs Establishment 2011-2017....61
Table 25.2 CIS Corp Strength versus Establishment....62
Table 26. Comparison Ordnance Corp Establishment versus Strength 2011-2018....65
Table 26.1 Comparison Ordnance Corp Percentage of Strength versus Establishment 2011-2017....65
Table 27. Ordnance Corps Officers Establishment versus Strength....66
Table 28. Ordnance Corps Technical Strength v Establishment as of 31 Mar 2018....70
Table 29. Air Corp Departures by Rank 2002 to 2017....73
Table 30. Departures all ranks (Air Corps) 2002 to 2017....74

Table 31. Breakdown of Air Corp Officer Departures by Stream 2007 to 2017 75
Table 32. ATS Establishment and Strength 2010-2018 76
Table 33. Changes in strength in ATS 2010 to 2018 77
Table 34. Air Traffic Service strength v Establishment (as at 21 May 2018) 78
Table 35. Air Traffic Service Appointments 79
Table 36. The allowances per annum for Air Corps Officers in Air Traffic Service 79
Table 37. Skills required in Air Traffic Service 81
Table 38. ATS Officer Pay Rates 82
Table 39. ATS Enlisted Personnel Pay Rates 83
Table 41 Number of Air Corps Enlisted personnel in receipt of Tech Pay who left The PDF in the years 2002 to 2016 84
Table 42. Departures Naval Service by Rank 2002—2017 86
Table 43. Departures all ranks (Naval Service) 2002 to 2017 87
Table 44. Breakdown of Naval Officers Leaving 2007 to 2017 89
Table 45. Naval Service Personnel in receipt of Tech Pay Exits 2002-2016 90
Table 45.1 Naval Service Discharges Data 91
Table 46. Enlisted personnel who discharged by purchase in 2017 98
Table 47. Weekly Military Service Allowances 100
Table 48. Security Duty Allowance for 24 Hour Duty 102

Figure 1. Air Corps Apprentice Induction 28
Figure 2. % Defence Force to Leave 2003-2017 38
Figure 3. Average Length of Service 39
Figure 4. Number of Captains Leaving the Army 52
Figure 5. Breakdown by Tech Grade of Personnel to Leave Army 55
Figure 6. % Air Corps to Leave 2003-2017 75
Figure 7. Breakdown by Tech Grade of Personnel to Leave Air Corps 85
Figure 8. % of Naval Service to Leave 2003-2017 88
Figure 9. Breakdown by Tech Grade of Personnel to Leave Naval Service 91

Defence Forces Overview

The White Paper on Defence (2000) set the strength of the Permanent Defence Force[1] (PDF) at 10,500 personnel. At the outset of the recession and arising from recommendations of the Report of the Special Group on Public Sector Numbers and Expenditure Programmes (July 2009), the strength for the PDF was reduced by 500 to a strength level of 10,000 personnel. In July 2012, in light of the requirement for further savings, a strength ceiling of 9,500 Permanent Defence Force personnel was introduced.

The structures that were in place for a strength level of 11,500 PDF personnel, which was introduced in the late 1990's, were no longer viable for a strength level of 9,500 PDF personnel and a major reorganisation was implemented. Key aspects of the re-organisation, included: the reduction in the number of Army Brigades from three to two, the consolidation of under-strength units into a smaller number of full strength units, a reduction in the number of headquarters and the associated re-deployment of personnel from administrative and support functions to operational units.

The White Paper on Defence 2015, confirmed the Government's commitment to retain a PDF strength of at least 9,500 personnel.

The Defence Forces are organised on conventional military lines providing a flexible structure to carry out all the roles assigned by Government. The Defence Forces consist of a Permanent Defence Force (PDF) and a Reserve Defence Force (RDF). The PDF is a standing force and provides the primary capabilities for joint military operations at home and combined military Peace Support Operations abroad. The RDF provides the necessary contingent conventional military capability to augment and assist the PDF, when necessary. The PDF consists of the Army, Air Corps and Naval Service. The current Establishment of the PDF is 9,500 personnel comprising 7,519 Army; 887 Air Corps and; 1,094 Naval Service (see Appendix A).

The Defence Forces are organised in a military rank hierarchy with commissioned officer and enlisted personnel streams (see Appendix B). Enlisted personnel comprise the private rank (soldier, sailor, and aircrew) and Non-Commissioned Officer (NCOs) ranks. Commissioned officers hold different ranks. Enlisted personnel and commissioned officers comprise of both technical and line (non-technical) stream personnel; the Naval Service refer to these streams as

[1] Mention of Defence Forces refers to the PDF, there is no analysis on Reserve Defence Forces in this paper.

Engineer and Operations. The terms and conditions, duties, roles and responsibilities associated within each rank differ and the rate of remuneration is based accordingly.

Table 1. Organisation of the Defence Forces

The **Army** comprises the Land Component of the Defence Forces and is divided into two territorial Brigade areas. The 1st Brigade has its HQ in Collins Bks, Cork and 2nd Brigade has its HQ in Cathal Brugha Bks, Dublin. The Army also includes the Defence Forces Training Centre (DFTC) whose HQ is in the Curragh Camp, where the principal training installations and logistical support units are based. The following Defence Forces Strategic Units are located in the DFTC: Army Ranger Wing, 1st Mechanised Infantry Company and 1st Armoured Cavalry Squadron. The Army Service also includes the Equitation School, located in McKee Bks, Dublin.

The Army is comprised of the following nine Corps: Infantry, Artillery, Cavalry, Engineer, Communications and Information Services (CIS), Transport, Military Police, and Ordnance; as well as a Medical Branch and Central Medical Unit (CMU). Each Corps has a designated military task, the specialised nature of which provides specific capabilities to ensure the Defence Forces can achieves its roles as assigned by Government (see detailed description below).

The 1st and 2nd Brigades each comprise the following Units: a Brigade HQ, Infantry Battalions[2], one Artillery Regiment, and one Company-sized Unit each from the Cavalry, Engineer, CIS, Transport, Military Police, and Ordnance Corps, as well as a Brigade Training Centre and CMU Detachment.

The Infantry Corps provides the principle combat fighting Units of the Defence Forces, it comprises seven (7) Infantry Battalions located in Athlone, Dublin, Dundalk, Finner Camp, Galway, Kilkenny and Limerick, and the 1 Mechanised Infantry Company in the DFTC.

The Artillery Corps provides the Defence Force indirect fire support capability. It is also responsible for the provision of Unmanned Aerial Vehicles (UAV) and other Intelligence, Surveillance and Target Acquisition and Reconnaissance capabilities (ISTAR). Artillery Corps Units are located in Cork and Athlone. The Artillery School is located in the DFTC.

The Cavalry Corps provides the primary reconnaissance capability, as well as direct fire support and ISTAR capabilities. Cavalry Corps Units are located in Cork, Dublin and the DFTC. The Cavalry School is located in the DFTC.

The Corps of Engineers provides a range of military and civil engineering capabilities. These include horizontal and vertical construction, mobility and counter-mobility, mine clearance and specialist search and route clearance. Corps of Engineer Units are located in Athlone, Cork, Dublin and the DFTC. The School of Military Engineering is located in the DFTC.

The CIS Corps provides the communication, telephony and IT capabilities for the Defence Forces. This includes military radio, satellite and encryption capability, cyber defence, and a range of IT services including network service and strategic HR, Logistic and Financial applications. CIS Corps Units are located in Cork, Dublin and the DFTC. The CIS School and Workshops are located in the DFTC.

The Transport Corps provides the primary lift capability for the Defence Forces. This includes the movement of personnel and logistics, armoured and soft-skin fleet maintenance and recovery capabilities. Transport Corps Units are located in Athlone, Cork, Dublin and the DFTC. The Transport School and Workshops are located in the DFTC.

[2] 1st Brigade has three Battalions; 2nd Brigade has four Battalions.

The Military Police Corps provides the police, discipline and investigative capability for the Defence Forces. Military Police Corps Units are located in Cork, Dublin, Kilkenny and the DFTC. The Military Police School is located in the DFTC.

The Medical Branch develops medical policy for all Defence Forces personnel. The Central Medical Units (CMU) provides a range of medical services including GP, Dental, hospital care, physiotherapy and psychological supports. CMU Detachments are located in Athlone, Cork, Dublin, DFTC, Air Corps and the Naval Base. The Medical School is located in the DFTC.

The Ordnance Corps provides the principle Explosive Ordnance Disposal capability, as well as weapons, ammunition and optronics acquisition, inspection, storage and maintenance. Ordnance Corps Units are located in Cork, Dublin and the DFTC, the Ordnance School, Optronics Workshops and Central Stores are located in the DFTC.

The **Air Corps** is the air service of the Defence Forces. The Air Corps provides a range of military and non-military air services in support of the State through a fleet of both rotary wing and fixed wing aircraft. The type of aircraft includes the following fixed wing aircraft; CASA Maritime Patrol, the Pilatus PC-9M trainer, the Cessna 172 (to be replaced by PC-12), the Learjet 45 (for Ministerial Air Transport); and the EC135 and AW139 rotary wing helicopters. The main role of the Air Corps is to provide support to the Army, Naval Service and the Garda Síochána in countering threats to State security on land, sea and air. The Air Corps supports An Garda Síochána by providing pilots and technical support in the operation of two EC135 helicopters and a Defender fixed wing aircraft, which form the Garda Air Support Unit. In addition, the day-to-day role of the Air Corps includes activities such as the maritime surveillance, fishery protection, air ambulance services and the provision of the Ministerial Air Transport Service. The Air Corps has its own Air College, and Support Squadrons that provide maintenance for the aircraft fleet, a CIS Unit, as well as Fire Fighting capability.

The **Naval Service** is based in Haulbowline, Co. Cork. It is a multitasked organisation, which operates a fleet of eight ships. The fleet is equipped with state of the art machinery, weapons, communication and navigation systems. The key characteristics of the Naval Service flotilla are those of a rapid reaction, flexible and multi-capable force able to sustain the maximum number of patrol days within the constraints of the resources available. The primary role of the Naval Service is to deter incidents of aggression against the State and the day-to-day roles of the Naval Service include fishery protection duties, search and rescue, diving operations and pollution control. Along with An Garda Síochána and Revenue, the Naval Service is involved

in the prevention of importation of illegal drugs into the country. Naval Service ships deploy overseas in support of Irish foreign policy, diplomacy and trade interests, and in support other elements of the Defence Forces engaged in peace support operations. The Naval Service has its own Maritime College, a CIS Unit, Maintenance Unit, as well as support from Army Engineer, Transport, and CMU Units.

Line & Technician streams - overview

Defence Forces personnel can be categorised into one of two groups, Line or Technical.

"Line" personnel form the majority of those serving in the Defence Forces, and serve in the Army, Naval Service and Air Corps. Line personnel perform the majority of the operational day-to-day tasks within the Defence Forces and are supported as necessary with technical assistance from "Technical" stream colleagues. Line personnel may receive allowances for certain roles in the organisation, e.g. Instructors Allowance or Health and Safety Officer Allowance or Tech Pay. These allowances are normally only paid when the person is filling an appointment to which the allowance applies.

The "Technical" personnel of the Defence Forces can be either in the Officer or Enlisted ranks in the Technical Corps of the Army and the Naval Service and Air Corps, and receive a higher rate of pay (Officers) or a specific technical allowance (enlisted personnel) associated with their skillset.

Defence Force Regulations set out the establishment for Officers who may receive a rate of pay that is in excess of the regimental rate and these are outlined below. Typically these pay rates are in respect of specialist grades in the medical, legal and engineering areas.

Table 1.1 – Army

Rank	Corps of Engineers	CIS	Ordnance	Medical Corps	Legal	Military Analyst	Defence Forces School of Music	Psychologist	Total
Colonel	1	-	1	1	2	-	-	-	**5**
Lieutenant-Colonel	5	1	6	9	3	-	1	-	**25**
Commandant	11	6	10	7	3	-	1	1	**39**
Captain	25	8	19	18	1	1	4	-	**76**
Lieutenant	6	3	8	-	-	-	-	-	**17**
Total	**48**	**18**	**44**	**35**	**9**	**1**	**6**	**1**	**162**

Table 1.2 Air Corps

Rank	Engineer	CIS	Aeronautical Engineer	Medical Officer	Total
Colonel	-	-	-	-	**1**
Lieutenant-Colonel	-	1	3	-	**4**
Commandant	1	1	8	1	**11**
Captain	1	2	6	-	**9**
Lieutenant	-	-	1	-	**1**
Total	**2**	**4**	**18**	**1**	**26**

Table 1.3 Naval Service

Rank	Commodore	Captain	Commander	Lt-Commander	Lieutenant	Sub-Lieutenant	Total
Marine Engineer	-	-	2	7	19	4	**32**
Electrical/ Electronic Engineer	-	-	1	2	7	1	**11**
Medical Officer	-	-	-	1	1	-	**2**
Legal Officer	-	-	-	1	-	-	**1**
Dental Officer	-	-	-	-	1	-	**1**
Civil Engineer	-	-	-	-	2	-	**2**
Watchkeeping Certificate Holder	-	1	9	33	49	19	**111**
Watchkeeping Certificate Holder or Marine or Electrical or Electronic Engineer	-	-	1	1	2	-	**4**
Watchkeeping Certificate Holder or Marine Engineer.	-	-	-	-	-	17	**17**
Marine Engineer or Electrical Engineer	-	1	-	-	-	-	**1**
Total	**-**	**2**	**13**	**45**	**81**	**41**	**182**

Enlisted personnel in technical streams receive the same basic pay as their Line rank counterparts as well as a weekly technical grade allowance. This is known as Technical Pay, which is graded from Group 1 to 6 based on the technical qualifications required to fill the particular appointment in a wide variety of trade, technical and specialist appointments, with higher rates being paid for higher technical skills (see Table below). The level of technical skill dictates the amount paid. Tech pay at lower levels is paid to those outside of the Technical Corps e.g. Tech 1 for drivers and Clerks, Tech 2 for Cooks. However, as posts require higher technical qualifications, the rates of Tech Pay increase e.g. Armourers receive Tech 3 pay and Certain Air Traffic Controllers or Laboratory Technician (Medical) receive Tech Pay 6. (See Tables below and Appendix D for further examples).

Table 2. Current weekly rates for Technical Pay:

	Weekly Tech Pay	Annual Tech Pay
Tech Pay 1	€8.08	€421.61
Tech Pay 2	€26.90	€1,403.64
Tech Pay 3	€40.42	€2,109.12
Tech Pay 4	€53.93	€2,814.07
Tech Pay 5	€80.75	€4,213.54
Tech Pay 6	€134.69	€7,028.12

Enlisted Personnel are employed in appointments based on their trade or specialist occupation in a wide variety of trade, technical and specialist appointments. Some technicians have been recruited by special open competition. Others have been trained in their particular skills through attendance at various courses of training conducted by educational institutions. Some highly skilled personnel have attended courses of special training at State expense outside the country.

Technical pay is job and not rank related, so those Privates, Corporals and Sergeants may be paid the same rate of technical pay, if the technical skills required are the same. For example, the Tech 3 rate may be paid to privates, corporals and sergeants, each of whom is a qualified fitter.

The technical pay system is used to set standard rates of allowances for different jobs, e.g. fitter, avionic engineer, aircraft technician, IT or Cyber specialist, armourer etc. The Defence Forces has a set establishment for technical appointments based on the capabilities required to deliver on the roles and responsibilities outlined in the White Paper on Defence, 2015. There are 3,554 appointments in the establishment for enlisted ranks that attract technical pay. The majority of these, some 1,406 appointments are in the Tech Pay 1 category with smaller numbers in the higher technical categories. See detailed breakdown below for Army, Air Corp and Naval Service. The distribution of Tech Pay differs across the Army, Air Corps and Naval Service, with the Air Corps having the highest number of those in receipt of Tech Pay 6.

Army

Table 2.1

Group	Sergeant-Major.	Battalion Quartermaster Sergeant.	Company-Sergeant.	Company Quartermaster Sergeant.	Sergeant	Corporal.	Private.	Total
Group 1	1	1	8	3	80	131	652	**876**
Group 2	2	1	10	6	146	243	340	**748**
Group 3	1	-	11	13	89	152	316	**582**
Group 4	-	6	-	-	3	-	-	**9**
Group 5	2	-	11	-	81	64	50	**208**
Group 6	-	-	-	-	-	4	3	**7**
Total	**6**	**8**	**40**	**22**	**399**	**594**	**1,361**	**2,430**

Air Corp

Table 2.2

Group	Sergeant-Major.	Regimental Quartermaster Sergeant.	Flight-Sergeant.	Flight Quartermaster-Sergeant.	Sergeant.	Corporal.	Private.	Total
Group 1	-	-	-	-	3	10	22	**48***
Group 2	-	-	2	-	7	29	68	**106**
Group 3	-	-	3	-	14	19	21	**57**
Group 4	-	4	2	-	2	84	134	**226**
Group 5	-	-	1	-	73	1	-	**75**
Group 6	7	-	36	-	9	8	19	**79**
Total	**7**	**4**	44	-	108	151	264	**591***

*The Air Corp will establish a pipe band (13 members) from within existing establishment including all ranks. The members of the band will receive Group 1 technical pay

Naval Service

Table 2.3

Group	Warrant Officer	Senior Chief Petty Officer	Chief Petty Officer	Senior Petty Officer	Petty Officer	Leading Seaman	Seaman	Total
Group 1	-	-	-	-	1	3	9	**24**
Group 2	-	-	12	-	51	52	187	**302**
Group 3	-	-	1	-	3	5	6	**15**
Group 4	-	-	-	-	-	-	-	**-**
Group 5	4	1	34	-	111	38	4	**192**
Group 6	-	-	-	-	-	-	-	**-**
Total	4	1	47	-	166	98	206	**533**

*The Naval Service will establish a pipe band (11 members) from within existing establishment. The members of the band will receive Group 1 technical pay

The numbers currently in receipt of such pay are outlined below

Table 2.4

Tech Grade	Number in receipt
TECH PAY 1	1,406
TECH PAY 2	933
TECH PAY 3	594
TECH PAY 4	252
TECH PAY 5	226
TECH PAY 6	207
TOTAL	**3,618**

This is further broken down as follows:

Table 2.5

Tech Grade 1	Number in receipt
BUGLERS & PIPE BAND	37
CLERK (EXCL MIL POL.)	444
DRVER(EXCLMC&DR) NOT MP	716
TENT REPAIRER	9
WRITER N.S.	5
CLERK STORES	2
AMC MEDICS	32
BARBERS	2
OPERATOR INTELGNCE	3
UNEST GRADES	122
FLIGHT ATTEND	5
TECH (1) UNDOF	20
MT DRIVER	9
TOTAL	**1,406**

Table 2.6

Tech Grade 2	Number in receipt
AUDIO VISUAL PROD ASST	4
COOK	219
FIREMAN(ENG CORP)	38
GROOM GR 2	19
LIBRARIAN/STOREMAN ASM	2
LINESMAN	1
MECHANIC N.S.	95
NCOS MPC	121
OPERATOR	10
PHOTOGRAPHER(AIR CORP)	12
RADIO OPERATOR	10
SURVEILLANCE	15
TAILOR	14
TELEGRAPHIST NS	17
COMMUNICATIONS OPERATOR	206
TECHNICIAN SIGNALS	2
DIVING N.S.	1
INSTRUM. MIN	1
AMC MEDICS	31
AMC MEDIC AMBLNCE ATT	10
PLANT OPERATOR	9
SIMULATION OPERATOR	2
HEALTH AND SAFETY NCO	1
DFTN C I S TECH	4
BPSSO	2
TECH (GP2)DIVER	4
TECH2- UNEST GRADES	27
TECH (2) UNDOF	1
REGISTRY PRODUCTION	2
FIREMN(ENG CP)	2
GROOM	7
NCO-MPC	4
COMM.OPERATOR	29
COOK	9
TECH 2 DIVER	2
TOTAL	**933**

Table 2.7

Tech Grade 3	Number in receipt
ADVANCED PROGRAMMER	2
AMMUNITION EXAMINER	24
ARMOURER	45
BRICKLAYER	12
CARPENTER	52
DENTAL SURGERY ASSIST	6
ELECTRICIAN	43
FITTER	168
WATCH CMDR	1
JOINER	1
M.P. INVESTIGATOR	15
PAINTER	8
PHOTOGRAPHER (AIR CORP)	6
PLUMBER	27
PRINTER	17
SAWYER	1
SHEET METAL WORKER	2
TRIMMER	3
TURNER	2
WELDER	3
SENSOR AIR RADAR OPER	11
DIVING GR 3 N.S.	10
EMERGENCY MEDICAL TECH	65
AIR CONDITION/REFRIDGE	4
INSTRUMENTALIST	24
IT SUPP TECH C I S	1
AIRCORP REFUELLR OPR/DR	17
MAP DRAUGHTS/CART	1
TECH3- UNEST GRADES	15
TECH (3) UNDOF	3
COMMUNICATIONS OPERATOR	1
CARPENTER	1
ELECTRICIAN	1
TECH 3 LEBANON	1
FITTER TECH 3 POST 13 - SOL	1
TOTAL	**594**

Table 2.8

Tech Grade 4	Number in receipt
AIRCRAFT INSPECTOR	1
AIRCRAFT MECHANIC	116
TECH 4	1
CHEF	4
DENTAL HYGIENIST	2
DIVING & DIV SUPER NS	4
INSTRUMENTALIST	69
HEALTH & SAFETY	3
DFTN C I S	2
NDN C I S TECH	1
BPSSO	17
SOCE TECHNICIAN	9
MP INVESTIGATOR	15
TECH4- UNEST GRADES	6
TECH 4 UNDOF	2
TOTAL	**252**

Table 2.9

Tech Grade 5	Number in receipt
AIRCRAFT INSPECTOR	61
ANALYST PROGRAMMER	6
ARMAMENT ARTIFICER	44
ARMAMENT ART.(INSTRUM)	30
DRAUGHTSMAN ENG&ORDCORP	6
ELECTRICAL ART N.S.	4
ENGINE ROOM ART N.S.	26
CIS TECHNICIAN	18
RADAR TECHNICN NS	1
RADAR TECHNICN NS	6
SHIPWRIGHT N.S.	11
DFTN TECHNICIAN	9
DENTAL LAB TCH CROWN&BR	1
C/SGTS CONDUCTING	1
NDN TECH GRADE	1
FLIGHT SAFETY STAFF	1
TOTAL	**226**

Table 2.10

Tech Grade 6	Number in receipt
AIRCRAFT INSPECTOR	35
LABORATORY TECHNICIAN	1
CIS TECH ARMY	20
CIS TECH AC	10
CIS TECH N S	20
S/WARE ENG. TECH C.I.S.	10
ELECT. ENG. TECH C.I.S.	21
IT.SUPP. TECH C.I.S.	14
NDN TECH.	1
ELECTRICAL ARTIFICERS	21
ENGINEROOM ARTIFICERS	44
TECH UNDOF	2
ELECTRONIC ENGINEER	1
RADAR TECHNICIAN NS	5
ATC NCO	2
TOTAL	**207**

There are a number of specialist roles, which require particular skills sets. Examples of such diverse specialist roles include air traffic controller, qualified divers, Communications, IT and Cyber specialists, Explosive Ordnance Disposal officer (EOD) (i.e. bomb disposal), technicians such as avionics technician, ordnance, and other specialists professions including legal, engineers, medical doctors etc.

Prior to 2015, fixed period promotion was part of the terms and conditions of specialist officers, known as Specialist Services Officers. The initial rationale for the policy of fixed period promotion (i.e. advancement in rank after a specified period of time, subject to certain conditions) was to attract, adequately remunerate and retain Special Service Officers within the Defence Forces and to allow career progression within a small population of technical officers where there are limited numbers of high ranking positions over the lifetime of a career in the organisation.

Generally, fixed period promotions applied to the rank of Captain. But in the case of certain professional officers such as Medical and Engineer Officers, there was a provision for fixed period promotion up to the rank of Commandant. Certain Specialist Service Officers are also entitled to serve until the age of 65, the highest age of service within the Defence Forces.

However, since Oct 1998 officers seeking promotion beyond the rank of Commandant must retire at the age of the next highest rank; i.e. 58 years of age for Lieutenant Colonel and 60 years of age for Colonel. The policy of Fixed Period Promotion was discontinued in September 2015. For new entrants to the Specialist Corps future promotions at Commandant Rank will take place only when there are vacancies within the Specialist Corps or where Officers opted to compete for promotion within the Line Stream.

Part I – Recruitment

Vacancies can arise at all ranks in the Defence Forces due to personnel leaving for a variety of reasons including on age grounds, at the expiry of their service commitments, on a voluntary basis, due to ill health, etc. Due to the unique nature of military organisations and the skills sets required, vacancies in the main are not filled directly from the external jobs market (with some exceptions). In this context, vacancies for entry level posts are filled by the recruitment of General Service Recruits or Apprentices (in order to provide personnel for the enlisted personnel ranks) and through recruiting Officer Cadets to fill vacancies in the Officer ranks. In both cases, new entrants, on sucessful completion of training, fill vacancies at the lower ranks (Privates in the case of enlisted personnel and 2nd Lieutenants/Lieutenants in the case of Officers).

Vacancies for non-entry level ranks are for the most part filled through promotion competitions. There are ongoing promotional opportunities in the Permanent Defence Force.

There is also recruitment to fill certain specialist positions, including Naval Service engineer officers, Army engineer officers, medical doctors, dentists, instrumentalists and army grooms for the Equitation School. Direct Entry allows for recruitment of specialists directly into higher ranks, e.g. medical officers.

As vacancies in the Permanent Defence Force are ongoing and dynamic, there is likely to be a higher turnover rate than other areas across the public service. This is due to the nature of military service, which requires a certain personnel profile. The strength versus establishment at a point in time is the best indicator of vacancies each year, but this can vary significantly during the course of each year. For the period 2000 to 2012, the establishment differed from the authorised strength and it is not possible to provide figures for vacancies by rank over this period. End of year strength versus establishment figures from 2013 onwards are contained in Appendix E.

1.1: Applications to join the Permanent Defence Force

Table 3 illustrates the number of applications to join the PDF since 2002. In broad terms there is a healthy interest in joining the Permanent Defence Force and it remains an attractive option as a career. Compared to the pre-recessionary period and given the current strength of the economy, statistically the current number of applications is positive. However, it is important to note that when considering the longer term trends, the systems for application are not directly comparable.

The first of two 2018 General Service Recruitment Competition closed on 25th May 2018. The number of applicants was lower than anticipated. However, the introduction of twice yearly recruitment is spreading applicants over the entire year and this is a factor. Details of the numbers of successful applicants from this first competition are included in the table below.

Table 3. Number of Applications to Join the PDF 2002-2018

Year	General Service Recruits	Cadets	Air Corps Apprentices	Medical Officer	Naval Service Engineers	Naval Service Engine Room Artificers	Defence Forces School of Music (DFSM)	Total By Year
2018	5,558	2,152	930	24	51	0	56	**8,771**
2017	8,164*	3,447	333	13	132	-	-	**12,089**
2016	4,589	4,807	344	-	-	-	-	**9,740**
2015	5,387	1,714	398	-	-	72	69	**7,640**
2014	7,332	1,826	249	-	-	-	-	**9,407**
2013	NO COMP	2,607	378	-	-	67	-	**3,052**
2012	10,293	2,477	595	-	-	47	122	**13,534**
2011	NO COMP	2,362	-	125	-	-	-	**2,487**
2010	7,772	2,554	-	-	-	-	-	**10,326**
2009	NO COMP	1,926	-	-	-	-	-	**1,926**
2008	5,466	1,009	612	44	-	-	-	**7,131**
2007	2,221	1,231	96	46	-	-	-	**3,594**
2006	2,495	-	-	-	-	-	-	**2,495**
2005	1,125	-	-	-	-	-	-	**1,125**
2004	3,138	916	-	-	-	-	-	**4,054**
2003	3,748	1,111	-	-	-	-	-	**4,859**
2002	2,750	-	-	-	-	-	-	**2,750**

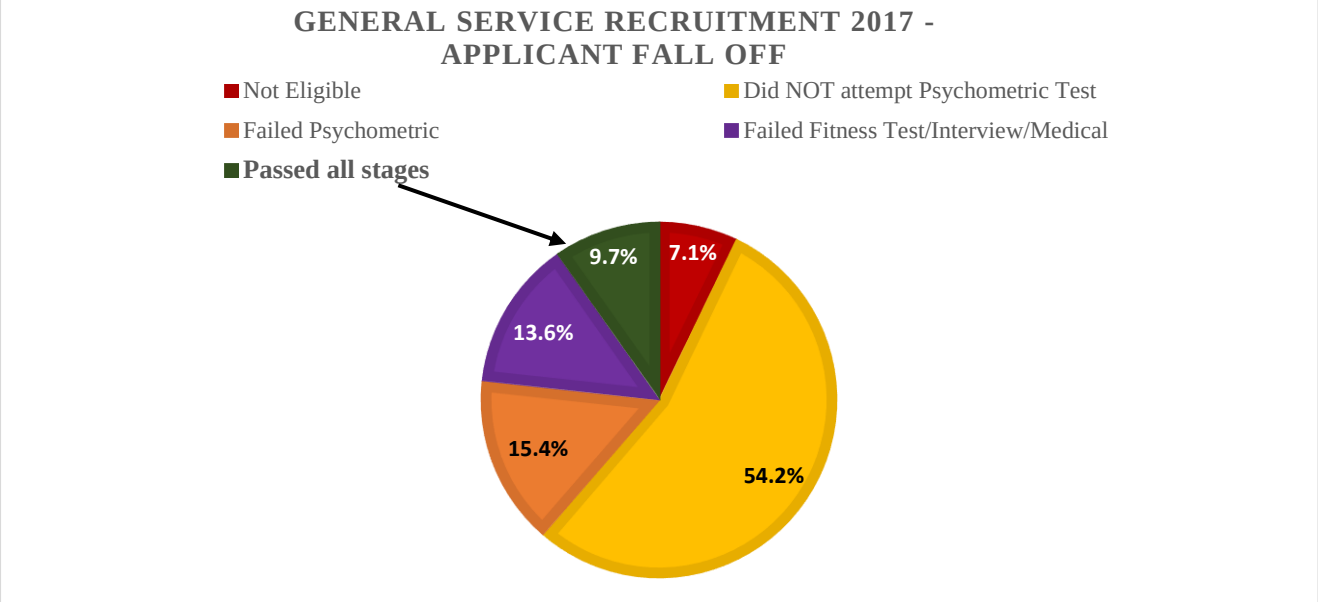
*It should be noted that the number applying for general service recruitment in 2017 is a combined total for two competitions, one advertised in March 2017 and the other in September 2017. This represents a new approach to general service recuitment and is intended to reduce waiting times on panels for prospective recruits. The total number of applicants includes dual (Army & Naval Service) applicants, duplicate applicants (i.e. an application

submitted from a second email address thereby allowing the applicant a have a 'trial run' at the test) and ineligible applicants (e.g. age, nationality, educational qualifications, height etc.). The material outlined below provides additional context on the figures in the table above in regard to recruitment resilience.

Applicant resilience for recruitment purposes is the number of applicants who pass all stages of the recruitment process up to the medical examination (the level of drop out from this stage on is small and statistically insignificant with panel size changing as temporary medical failures return to fitness etc.). The aim is to have a panel larger than the training capacity to allow the Defence Forces to be discerning and recruit the most suitable candidates. While the initial number of applicants is high, the actual applicant resilience rate was below 10% in both competitions held in 2017.

Applications for entry into the Defence Forces are now only possible through the online application form available on the Defence Forces website at www.military.ie. This system has made it easier for applicants to express an interest in joining the Defence Forces. In this context, many initial applications are not followed through. Information attached at Appendix C shows the numbers applying, the numbers of applications withdrawn and the number of those that failed as they progressed through the various stages of psychometric testing, medical tests and fitness tests, for the years 2007 to 2017.

Table 4. Breakdown of applicant falloff in 2017 Competition



The Defence Forces introduced psychometric testing as part of the selection process for General Service recruitment in 2012. The Defence Forces have experienced a large drop off rate (50-60%) at the first stage of the recruitment process for these competitions. This stage is where candidates who have applied are sent a link to complete online psychometric tests remotely, i.e. they are not required to report to a military facility at this stage. It is also estimated that approximately 13% of applicants are dual applicants (i.e. applying to both Army and Naval Service). A further 13% are duplicate applicants (i.e. same person with multiple applications using different email addresses) designed to improve their chance of success.

The success rate for psychometric testing has varied considerably since introduced in 2012 see table below:

Table 5. General Service Recruitment - Psychometric Test Pass Rates

Year	Q3 2017	Q1 2017	2016	2015	2014	2013	2012
Applicants	2,954	5,210	4,590	5,296	7,295		10,155
Attempted Test	1,078	1,847	1,892	1,717	2,747	No Comp	3,353
Unsuccessful	391 (32%)	689 (35%)	257 (13.5%)	635 (37%)	1,276 (46.5%)	-	1,058 (31%)
Successful	687 (68%)	1,158 (65%)	1,635 (86.5%)	1,086 (63%)	1,471 (53.5%)		2,315 (69%)

General Service Recruits: Pay Structure and Rates

The pay rates, with effect from 1 October 2018, for General Service Recruits in a seventeen week training programme, starts at €398.16 per week and increases to €527.17 per week (€27,507per annum) after passing out as Three Star Privates (and equivalent). As junior enlisted personnel in recruit or 2-3 Star training, they are required to dine in military facilities for which a deduction is made from their pay, currently € 5.25 per day. They are also required to pay for their accommodation facilities for which a deduction is made from their pay, currently €31.00 per week. This is a gross deduction of €67.75 per week for their first six months in training.

New entrants to the Defence Forces can be sent to training locations remote from the home address in order to maximise the numbers of qualified candidates in the next available Recruit Platoon. For example, a recruit whose home address is Dublin can be sent to Donegal for the duration of their induction training, 26 weeks. They may not get back to a Unit close to their home address immediately on passing out.

1.2: Appointments to the Permanent Defence Force

The numbers recruited to the Permanent Defence Force from 2002-2017 is shown in Table 6 below.

Table 6. Appointments to the Permanent Defence Force

Year	General Service Recruitment	Cadets	Direct Entry	Air Corps Apprentices	Aircraft Mechanic	Military Judge	Medical Officer	Naval Service Engineers	Naval Service Engine Room Artificers	DFSM Instrumentalists	DFSM Conductor	Total
2017	615	101	-	22	-	-	2	11	-	-	-	**751**
2016	590	100	-	-	-	-	-	-	-	-	-	**690**
2015	307	49	-	24	-	-	-	-	5	19	1	**405**
2014	444	43	-	17	-	-	4	-		-	-	**508**
2013	394 (From 2012 Competition)	34	-	7	-	-	1	-	9	-	-	**445**
2012	639	37	-	9	-	1	1	-	7	27	-	**721**
2011	513	32	-	-	-	-	1	-	-	13	-	**559**
2010	118	32	-	-	-	-		-	-	-	-	**150**
2009	1 (No Competition)	38	-	2	-	-		-	-	-	-	**41**
2008	480	40	-	1	-	-	3	-	-	1	-	**525**
2007	546	48	-	-	30	-	5	-	-	4	-	**633**
2006	559	55	-	-	11	-	4	-	-	2	-	**631**
2005	384	55	-	-	8	-	4	-	-	7	-	**458**
2004	571	66	22	-	-	-	-	-	-	-	-	**659**
2003	444	72	23	19	-	-	-	-	-	-	-	**558**
2002	500	71	49	17	-	-	-	-	-	-	-	**637**

The data below in Table 7 shows the Defence Forces Induction v Discharge pattern from 2002-2017. It is further broken down by General Service and all other induction methods (i.e. direct entry, cadets etc.). However, lower levels of general service inductions in 2013, 2014 and 2015 resulted in net losses in overall strength. In response to the higher level of recruitment in 2016 and 2017, the Defence Forces were required to divert additional resources in personnel, equipment and infrastructure to provide for the training of additional numbers (approx. 17 support and training personnel are required per 48 recruits). This level of recruitment has been required to alleviate the outflow of personnel in 2016 and 2017 and the under-recruitment in 2013, 2014 and 2015.

Table 7. Inductions v Discharges 2002-2017

	General Service Inductions	General Service Discharges*	General Service Net Gain	Total Defence Forces Inductions	Total Defence Forces Discharges	Defence Forces Net Gain
2017	615**	654	-39	751	742	9
2016	590	592	-2	690	679	11
2015	307	488	-181	405	571	-166
2014	444	395	49	508	481	27
2013	394***	412	-18	445	473	-28
2012	639	729	-90	721	803	-82
2011	513	613	-100	559	692	-133
2010	118	477	-359	150	536	-386
2009	1	436	-435	41	520	-479
2008	480	525	-45	525	575	-50
2007	546	627	-81	633	696	-63
2006	559	580	-21	631	641	-10
2005	384	507	-123	458	566	-108
2004	571	538	33	659	586	73
2003	444	574	-130	558	622	-64
2002	500	701	-201	637	768	-131

*Discharges includes those inducted who did not complete their training

**Further inductions from this competition in 2018

*** Inductions realised from previous year's competition panel

1.3: Evidence/causal factors (specialist area, experience, etc.) for recruitment difficulties.
The Defence Forces have experienced challenges in recruiting certain categories of personnel via direct entry streams, including Air Corps Apprentice Aircraft Technicians and Naval Service Electrical Engineers.

The recruitment of females into the Defence Forces has been a challenge with the percentage strength of total female personnel at (6.4%, as at January 2018). Gatekeepers/Key influencers[3] need to be more fully informed of the benefits that a career in the Defence Forces offers to all genders. The Defence Forces has adopted a number of strategies to endeavour to increase the numbers of female personnel recruited and retained in the force.

Whilst the numbers applying for general service recruitment are strong, the fall off of applicants at the varying stages of the recruitment process, is a growing cause for concern that requires further examination by Defence Force management.

Air Corps Apprentices recruitment

Data has been provided which illustrates the levels of recruitment of apprentices over recent years. The levels of vacancies for aircraft technicians (enlisted ranks) in the Air Corps has increased from 84 in February 2014 to 113 in January 2018[4]**.**

The capacity for apprentice training is a class of circa 28 students. This is governed by aviation regulations for training. Despite a significant number of vacancies for aircraft technicians, the Air Corps has only managed to recruit circa 40% of their training capacity. The 2016 Air Corps Apprentice Aircraft Technician competition attracted 344 applications. 11 apprentices were inducted and the class commenced training in May 2017. The 2017 competition had 333 applicants. The class that was finally inducted in October 2017 comprised 11 apprentices.

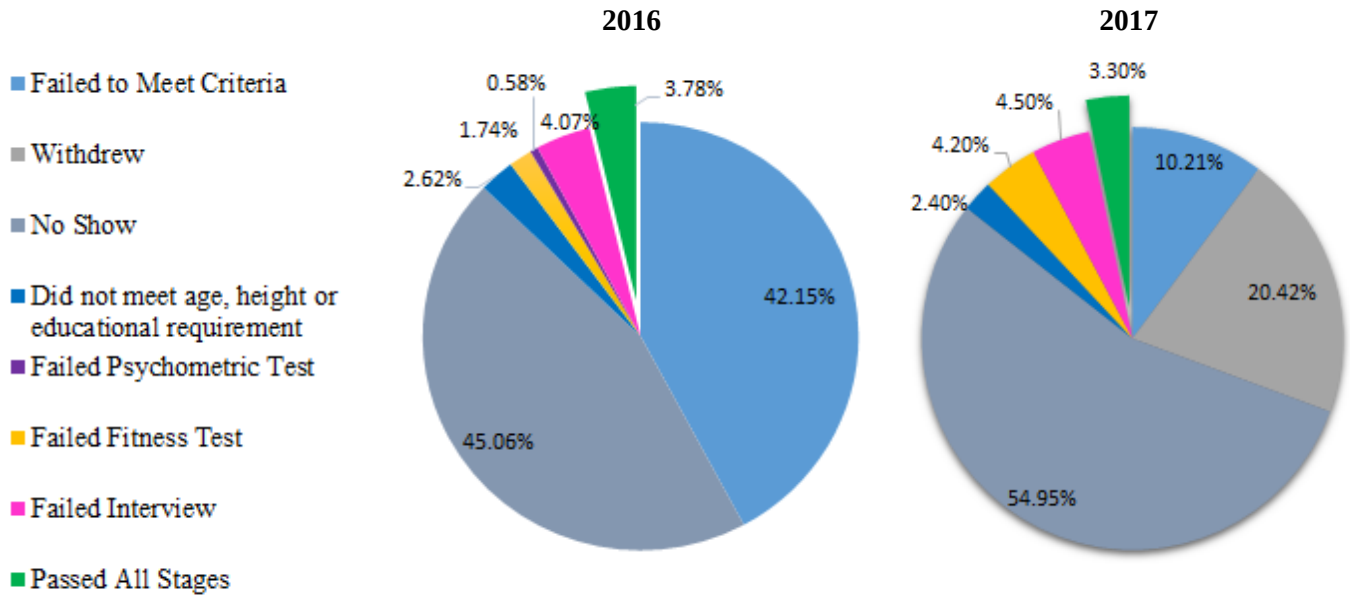
[3] Gatekeepers are generally considered the Parents/Guardians of potential applicants. Key Influencers are considered the Guidance Councillors in schools. The DF regularly attend careers events and conduct school visits.

[4] These figures are based on available information

Table 8. Air Corp Apprentice Induction

	2016	%	2017	%	2018	%
Total Applications	**344**		**333**		**930**	
Failed to meet criteria	145	42.2%	33	9.9%	230	24.7%
Through to Fitness test Stage	199	57.8%	300	90.1%	700	75.3%
Withdrew	155	45.1%	68	20.4%	183	19.7%
No show at Fitness Test			183	55.0%	446	48.0%
Did not meet age, height or educational requirement	9	2.6%	8	2.4%	0	0.0%
Completed Fitness Test	35	10.2%	41	12.3%	71	7.6%
Failed Fitness Test	6	1.7%	14	4.2%	15	1.6%
Completed Psychometric Test	29	8.4%	27	8.1%	56	6.0%
Failed Psychometric Test	2	0.6%	0	0.0%	26	2.8%
Through to Interview Stage	27	7.8%	27	8.1%	30	3.2%
Withdrew at interview stage	0	0.0%	1	0.3%	0	0.0%
Failed Interview	14	4.1%	15	4.5%	3	0.3%
Passed all Test	13	3.8%	11	3.3%	27	2.9%
Total Inducted	**11**	**3.2%**	**11**	**3.3%**	**20**	**2.2%**

Figure 1



The key areas that have contributed to these difficulties include the following:

(i) There are a range of companies offering similar apprenticeships for aircraft technicians. The process of agreeing terms and conditions was not completed in the anticipated timeframe in 2017. This resulted in the launch of the competition being delayed until July/August 2017. The competition did not coincide with the academic year for advertising at recruitment fairs, career guidance, etc. and there was a short window for applicants to apply. The lessons identified from this experience were taken into consideration in the development of the 2018 competition.

(ii) Historically Gatekeepers/Key influencers are not fully aware of the educational benefits that this apprentice scheme offers. The Air Corps Apprentice scheme provides a third level Dublin Institute of Technology (DIT) Level 7 B Eng. degree and individuals receive EASA (European Aviation Safety Agency) recognised "Certificate of recognition of training" on successful completion of the program. Personnel who successfully complete their training are required to commit to a service undertaking and complete nine (9) years PDF service and three (3) years Reserve Defence Force service as part of the First Line Reserve before they can leave the Defence Forces or they must repay the cost of their training.

(iii) The pay rates for Apprentices start at €286.18 per week (€14,933 per annum) and increasing to €519.71 per week (€27,118 per annum) in their fourth year of service. As junior enlisted personnel in training, they are required to dine in military facilities for which a deduction is made from their pay, currently €5.25 per day. It would be the norm that they would be required to pay for their accommodation facilities for which a deduction in made from their pay, currently €31.00 per week. This is a gross deduction of €67.75 per week.

(iv) The attractiveness of Apprentices may be an issue as apprenticeships in general may be viewed in a less positive light. This perception is not confined to Air Corps Apprenticeships.

Naval Service Electrical Engineers

A Cadetship competition specifically for the Electrical Engineering Branch of the Naval Service has been held each year since 2012. Candidates are required to hold an Honours Bachelor Degree programme at pass or honours level (level 8 of the National Framework of Qualifications) in either Electrical or Electronic Engineering. Since 2012, no candidate has

been successful in this competition. This has manifested in the numbers that are currently serving as Naval Service Electrical Engineers. There are 9 officers in service from an establishment of 11. However, there are no engineer officers at the junior ranks of Lieutenant or Ensign. These officers would ultimately fill these senior positions through promotion competitions and there is a concern that when these Senior Officers retire, there will be no replacements.

1.4: Initiatives to enhance recruitment and address recruitment difficulties:

A range of recruitment methods are being employed including direct entry competitions for specialist positions and the scope to further expand direct entry is being considered. Terms and Conditions (T&Cs) to allow former members of the Defence Forces with sought after skills to return to service are also being developed.

General Service Recruitment

- In 2017, the Defence Forces introduced twice yearly recruitment competitions as a means to reduce waiting times on panels and improve application resilience.
- In 2017, Defence Forces Recruitment Section, re-opened the window for online psychometric testing for those applicants who had missed the advertised deadline.
- As the recruitment process can be lengthy with several stages, improved communication with applicants was developed to maintain candidate's interest including a mobile phone text alert to complement all email correspondence from the Defence Forces (rolled out in September 2017). Regular updates including via social media platforms and e-mail are also sent to applicants.
- The security clearance process for the general service recruitment competition has been modified since March 2017, to make it more streamlined and applicant centric. This includes a Referee Check, Military Security Vetting Questionnaire and Garda Vetting. This development has significantly shortened the time from application to induction.
- The fitness test has historically proven to be a barrier to entry into the Defence Forces for a number of applicants. In response to this, each applicant is now issued with an auto response after their application with a hyperlink to the Defence Forces Fitness Test demonstrations, a copy of a suitable training programme and the required standard for male and female applicants.

- A number of specific initiatives have been implemented to increase the levels of female participation in recruitment competitions. This includes visits to schools by Defence Forces personnel to promote a career in the Defence Forces for women. All female candidates are contacted after the competition closing date and invited to their local barracks for a female fitness, awareness and information evening. This allows female applicants the opportunity to receive programmes of training specific to their entry fitness levels and demonstrations of techniques for all aspects of the fitness test. This is a female specific intervention aimed at countering any reservations female applicants may have in regard to the fitness test. It is also an opportunity for female applicants to meet serving Defence Forces females, ask questions and receive realistic job previews thus promoting female recruitment.
- A specific female advertising campaign video and Defence Forces efforts to increase female participation generated a high degree of positive media interest in 2016 and was again utilised in 2017 with the 'Join Our Team' Campaign. Such campaigns are run through multiple media channels including traditional media advertisements, social media and also spin off media coverage of the campaign itself. It also targets key influencers such as Parents and Guidance Counsellors. The 2016 campaign won a prestigious Cannes Lion Advertising Prize for the agency involved.
- These initiatives have continued for the 2018 recruitment campaigns.

Air Corps Apprentices

In order to maximise applications, the 2018 competition ran from 2 March 2018 until 25 May 2018. The competition ran concurrently or ahead of other recruitment competitions seeing trainees for the aviation industry. This allowed applicants to consider this job opportunity during the academic year and when applying for the CAO. Twenty (20) candidates were inducted in September 2018.

The Air Corps Public Relations Section are conducting various campaigns in support of the 2018 Air Corps recruitment campaigns which include:

- Promoting engagement by current members of the Defence Forces to visit their former Primary and Secondary School, with particular emphasis on gatekeepers (career guidance councillors) in these institutions.

- Targeted social media campaigns including tying in the role of technicians with service delivery, e.g. behind every air ambulance is a team of technicians.
- In 2017, the Air Corps received external EASA 147 recognition for their apprenticeship training. In addition to the third level degree (Level 7) awarded at the end of training, this external accreditation reinforces, that the Air Corps now offers the highest and broadest aircraft maintenance technician's course in Ireland. The communication of this will be a priority in the 2018 recruitment campaign.
- The Air Corps has also planned to develop an association for the apprentices with Engineers Ireland via Dublin Institute of Technology (DIT) offering graduates a Level 7 B Eng. degree. This will further enhance the recognition of the training provided and the possibility for continuous professional development. It is planned to roll out this project in mid-2018.
- Advertising the Air Corps Apprentice scheme as not only providing a technical career, but also one that provides opportunities for continuous professional development in a wide range of areas with internationally recognised qualifications.

In 2018, 931 applications were received for Air Corps apprenticeships including 85 females, which is ahead of previous years. Candidates completed fitness tests, psychometric test and interviews. 27 candidates made it through all of these stages and are currently undergoing medical tests.

Medical Officer Specialists

Medical Officers have traditionally been recruited through Direct Entry into the Defence Forces. Arising from a shortage of medical professionals within the Medical Corps, a joint civil-military Standing Committee was tasked with advancing the development of a sustainable integrated medical service and addressing the appropriate means of delivering key medical capabilities.

In 2017, the Defence Forces introduced a Military Medicine Training scheme where recent medical graduates are recruited, commissioned and put into a Military Medicine Training Scheme (post graduate medical specialist training, similar to General Practice Training etc.) for a period of three (3) years. Upon successful completion of this training they become Military Medical Officers. However, there will be a two-year time lag between graduates

entering the Military Medicine Training scheme and them being available to deliver medical services as commissioned Military Medical Officers.

The 2017 Medical Officers direct-entry competition has proved to be successful in addressing the vacancies for Medical Officers and the Defence Forces will be in a position to fill all current vacancies by early 2019.

Specialist Officers (Engineers, CIS and Ordnance)

In the past the Defence Forces have appointed officers into such specialist streams. Such personnel are initially appointed as a specialist officer on the basis of their third level qualifications, i.e. B Eng. etc., however, they are usually not operationally effective until they have completed their Young Officers Courses. With developments in external accreditation and the increasingly more technical nature of the role such personnel fill, these Corps specific induction courses have become lengthier in nature. Nonetheless they do result in far more operational capability for the DF and the State and can also act as a retention measure with service undertakings required in line with the academic qualifications awarded.

In the 2017 cadet competition a scheme for ‘ Army Engineer Cadets’ was introduced, where candidates were inducted as qualified engineers, to complete a cadetship and then be commissioned as a specialist Corps Of Engineer Officer. In 2018 this scheme has been extended to both Engineer and Ordnance cadetships.

1.5: Mediums used for recruitment

- Recruitment competitions use a range of mediums.
- The Defence Forces spend on advertising and media in 2017 for the two (2) General Service recruitment campaigns totalled €360,000. This resulted in total applications of 8,164 in two competitions. The use of innovative and modern advertising remains at the forefront of all recruitment campaigns. These initiatives have continued for the 2018 recruitment campaigns.
- The 2017 Recruitment Campaign used an innovative interactive first person video game to attract applicants. The 'New Dawn' Campaign brought applicants through a number of live virtual scenarios leading to an application page for those that had navigated the earlier challenges. The Defence Forces won a 2017 Social Media Award for best experimental format for this campaign.
- The Defence Forces attend recruitment fairs and in recent years have had a stand at the National Ploughing Festival.
- Advertisements for medical personnel have been placed in medical journals and for specialist marine engineers in nautical publications.
- The Air Corps recruitment team will attend relevant outreach initiatives in 2018. Recruitment teams have already exhibited at the BT Young Scientist in January 2018 and the RDS Career Expo with further plans for the National Life Science and Engineering Expo in June 2018.

Part II – Retention in the Permanent Defence Force

This Section will look at departure and retention issues in the Permanent Defence Force

Table 9. Departures All Ranks Permanent Defence Force 2002 to 2017

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
LT GEN	0	0	1	0	0	1	0	1	1	0	0	1	0	1	0	0
MAJ GEN	1	0	1	1	0	0	0	1	0	1	0	0	0	1	0	0
BRIG GEN	3	2	0	1	2	1	1	3	1	1	2	1	2	2	1	3
COL	2	6	6	5	5	9	1	14	5	7	8	3	8	2	9	8
LT COL	14	7	6	10	6	12	13	18	17	10	16	12	16	12	12	16
COMDT	20	20	13	19	28	26	25	33	21	38	31	20	28	22	35	23
CAPT	13	6	9	11	10	10	7	10	11	13	11	20	20	30	21	20
LT	6	1	3	7	2	3	1	2	0	4	2	2	8	5	2	6
TOTAL OFFICERS	**59**	**42**	**39**	**54**	**53**	**62**	**48**	**82**	**56**	**74**	**70**	**59**	**82**	**75**	**80**	**76**
SGT MAJOR	5	4	6	11	6	6	4	9	4	4	7	0	5	1	3	8
BQMS	9	2	4	2	8	7	1	12	7	8	2	1	5	5	1	9
CS/FS/BS	18	16	22	9	16	28	16	22	32	26	36	11	19	20	24	21
CQMS/FQMS	12	15	15	14	22	20	22	25	26	28	38	14	13	11	15	19
SGT	86	68	77	55	77	64	77	94	71	87	117	52	44	73	97	71
CPL	94	83	66	62	74	91	71	62	86	84	116	59	39	73	47	62
PTE 3 *	326	255	195	204	256	229	157	190	239	309	291	171	149	230	241	267
TOTAL ENLISTED	**550**	**443**	**385**	**357**	**459**	**445**	**348**	**414**	**465**	**546**	**607**	**308**	**274**	**413**	**428**	**457**
CADET	8	6	9	5	8	7	2	2	3	5	4	2	4	8	7	12
PTE 2 *	36	20	12	33	24	27	28	12	8	10	11	19	14	12	32	24
APPRENTICE	3	4	3	4	8	4	0	3	1	0	0	0	1	1	4	2
RECRUIT	112	107	138	113	89	151	149	7	3	57	111	85	106	62	128	171
IN TRAINING TOTAL	159	137	162	155	129	189	179	24	15	72	126	106	125	83	171	209
TOTAL LEFT	**768**	**622**	**586**	**566**	**641**	**696**	**575**	**520**	**536**	**692**	**803**	**473**	**481**	**571**	**679**	**742**

Given the unique and demanding nature of military life, there is understandably a relatively high level of turnover among Defence Forces personnel. The Defence Forces have always had a level of turnover that far exceeds other areas of the public service. In order to balance personnel turnover there is significant ongoing recruitment at both enlisted and officer level.

The numbers departing each year exhibit a decreased trend during the recession. This trend reversed in the years 2011 and 2012, which may be because of the incentive to depart with pension entitlements at rates prior to the pay cuts imposed under the Financial Emergency Measures in the Public Interest (FEMPI) legislation. Following a drop in the number of departures in 2013, there has been an upward trajectory in overall departures since 2014 and whilst still below 2012 levels these have returned to pre-recessionary levels. However, there is a notable increase (based on the long term trend) in departures at the rank of captain in the officer ranks.

Table 10. Turnover as Percentage of Strength

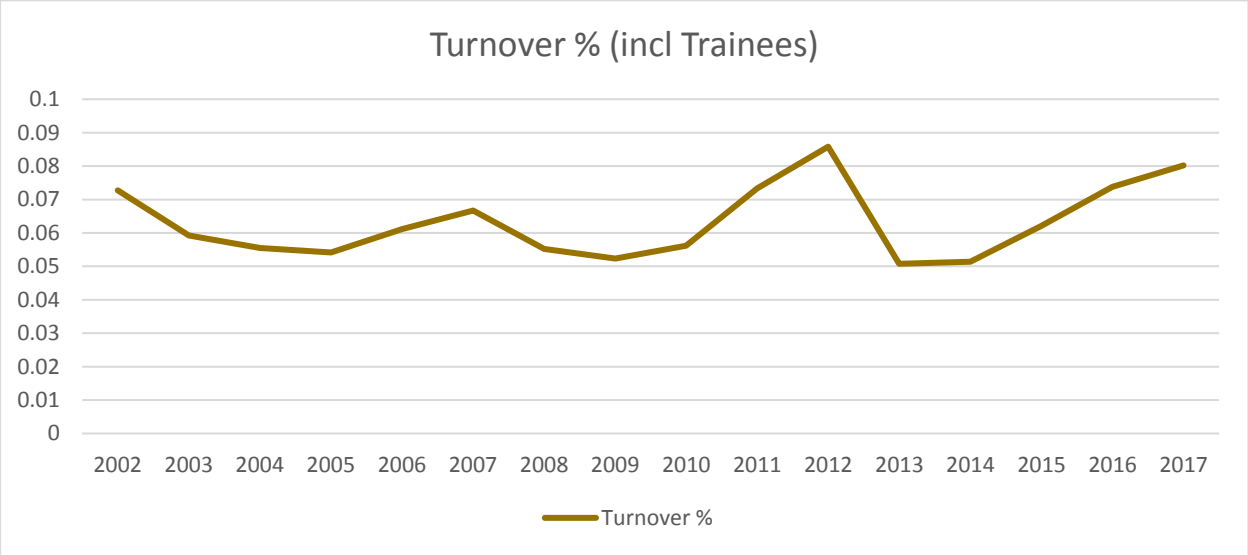
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Strength Y/E	10,559	10,498	10,551	10,446	10,477	10,434	10,408	9,933	9,550	9,438	9,359	9,318	9,355	9,194	9,200	9,251
Officers	59	42	39	54	53	62	48	82	56	74	70	59	82	75	80	76
NCO and Private 3*	550	443	385	357	459	445	348	414	465	546	607	308	274	413	428	457
Sub Total	609	485	424	411	512	507	396	496	521	620	677	367	356	488	508	533
Cadet	8	6	9	5	8	7	2	2	3	5	4	2	4	8	7	12
App/PTE 2/Grade 1	151	131	153	150	121	182	177	22	12	67	122	104	121	75	164	197
Sub Total	159	137	162	155	129	189	179	24	15	72	126	106	125	83	171	209
Total Exits	**768**	**622**	**586**	**566**	**641**	**696**	**575**	**520**	**536**	**692**	**803**	**473**	**481**	**571**	**679**	**742**
Turnover %	**7.27 %**	**5.92 %**	**5.55 %**	**5.42 %**	**6.12 %**	**6.67 %**	**5.52 %**	**5.24 %**	**5.61 %**	**7.33 %**	**8.58 %**	**5.08 %**	**5.14 %**	**6.21 %**	**7.38 %**	**8.02 %**

The Turnover Rate from the Defence Forces has been increasing over the past five (5) years, from 5.12% in 2013 to 8.09% in 2017 (by way of comparison in the period 2003 to 2007 the turnover rate was approximately steady at 5.9%). Given the relatively small size of the Defence Forces the impact of personnel, leaving before their contract expires, or their maximum retirement age has been reached is greatly increased

The % turnover figure in Table 10 is calculated by dividing the total number of personnel (both trained and untrained) who left the PDF in a year by the strength as on 31 December of each year. The departure percentages for enlisted personnel includes those who have not progressed beyond initial training. The % turnover figure should not be equated to turnover of trained personnel.

In years where there is an increased intake of trainees, departure rates increase due to higher levels of turnover of recruits.

Figure 2



Although the total numbers departing are somewhat similar to earlier periods, the impact on the organisation is greater as the authorised strength is now at 9,500 PDF personnel compared to the authorised strength in the period 2000-2010 of 10,500 PDF personnel.

By way of illustration, 575 PDF personnel left in 2008, which represents 5.52% of the actual strength at the end of that year of 10,408. A similar number of exits (571) in 2015 represented 6.21% of the actual strength at the end of that year of 9,144 PDF personnel (with in training losses being similar each year). These figure include trainee exits and therefore which are historically higher than officer and enlisted exits.

As of 31 December 2017, the Whole-time Equivalent (WTE) Strength of the PDF stood at 9,251, which represents a shortfall of 249 (or 2.5% of the establishment of 9,500).

Table 11. Average length of Years of Service on Exit

Year	'02	'03	'04	'05	'06	'07	'08	'09	'10	'11	'12	'13	'14	'15	'16	'17
Private 3*	14	13	11	13	13	14	14	22	22	21	23	18	18	16	14	15
Corporal	21	22	23	19	21	23	24	30	26	27	28	28	26	23	26	19
Sergeant	25	27	28	28	28	26	29	32	31	30	32	29	29	26	31	29
CQMS	32	29	33	32	35	33	36	36	35	35	34	35	36	36	34	36
CS	32	32	32	33	29	33	35	36	32	32	34	33	34	33	33	35
BQMS	38	44	39	44	39	38	40	37	38	40	37	36	39	29	38	42
Sgt Major	41	39	36	39	35	38	42	40	32	35	40	0	40	43	41	40
Lieutenant	2	1	2	3	1	4	2	3	0	5	5	6	5	4	7	3
Captain	9	13	9	9	11	12	10	11	12	13	15	13	12	11	12	12
Commandant	26	23	24	23	25	29	26	33	33	28	30	26	26	22	21	21
Lt. Colonel	38	37	36	37	37	36	38	36	37	38	38	37	36	36	35	36
Colonel	41	42	42	39	41	41	42	39	41	40	40	41	40	40	41	43
Generals	42	42	44	43	43	44	42	43	43	43	43	43	43	44	43	43

Figure 3

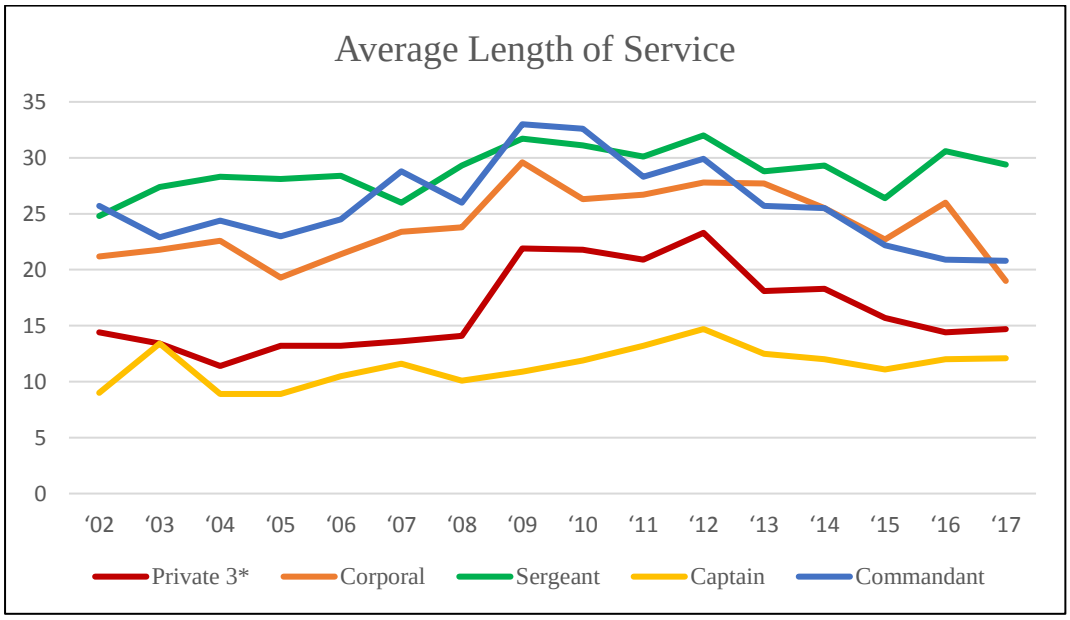


Table 11 illustrates that the average length of service at date of departure has remained relatively steady for most ranks in the pre and post recessionary periods. This suggests that the majority of personnel are not leaving at an earlier point in their careers. However, there has been a steady reduction in the length of time served in the rank of Commandant. There is evidence of an increase in years served for certain ranks e.g. Private 3* during the period of the recession. This is now moving to pre-recessionary levels.

Changes to terms and conditions such as revised pension arrangements or the abolition of fixed period promotions may lead to differing trends in the future but it is not possible to predict these at this time.

Departures with less than five years' service

The Defence Forces have experienced challenges in retaining personnel beyond their initial contracted five years' service (see Table 12). The vast majority of these departures occur during training, and this is not a new trend. The Tables below set out the long term trends.

Table 12. Departures within 1-5 years

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total Left	768	622	586	566	641	696	575	520	536	692	803	473	481	571	679	742
Less 1 Year	148	118	152	146	114	175	171	10	6	65	119	95	111	78	154	202
1 - 2 Year	35	32	20	17	30	24	17	10	6	3	12	9	16	18	19	30
2 - 5 Year	76	80	75	85	73	77	46	28	45	56	26	21	23	57	87	84
Total less 5 years	259	230	247	248	217	276	234	48	57	124	157	125	150	153	260	316
% Left with Less 5 Yr	**33.72%**	**36.98%**	**42.15%**	**43.82%**	**33.85%**	**39.66%**	**40.70%**	**9.23%**	**10.63%**	**17.92%**	**19.55%**	**26.43%**	**31.19%**	**26.80%**	**38.29%**	**42.59%**

There is evidence of an increase in years served for certain ranks e.g. Private 3* during the period of the recession. This is now moving to pre-recessionary levels. It should be noted that the Defence Forces invest significant time and resources in the training and education of personnel of all ranks. Due to the nature of military service and experiential dimension of leadership development and 'on the job' type training in a multiplicity of roles both at home and overseas, the loss of certain ranks can particularly effect operational outputs. Even at junior enlisted ranks, such as Private (incl. Naval and Air Corp equivalents), significant resources are employed in their recruitment, training and development.

Turnover of Recruits

A significant number of general service recruits (Grade 1) drop out in the first year without completing training. Table 13 below shows the number of discharges during recruit training in the first year of induction against the annual intake of recruits to the Permanent Defence Force for the years 2002-2017. Despite the ongoing development of selection processes, an average of 22% of recruits per annum fail to complete their induction training.

Table 13. General Service Recruits Discharged During Training

Year	Number Inducted	Discharged during Induction Training	Discharged as % of Intake
2017	615	171	**28%**
2016	590	128	**22%**
2015	307	62	**20%**
2014	444	106	**24%**
2013	394	85	**22%**
2012	639	111	**17%**
2011	513	57	**11%**
2010	118	3	**2%**
2009	1	7	**N/A**
2008	480	149	**31%**
2007	546	151	**28%**
2006	559	89	**16%**
2005	384	110	**29%**
2004	571	138	**24%**
2003	444	107	**24%**
2002	500	112	**22%**

Table 14. Rank Breakdown of Personnel Leaving with less than 5 years' Service between 2008 and 2017

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
In Training										
Recruits (DF)	149	7	3	57	111	85	106	62	128	171
Apprentice (DF)	0	3	1	0	0	0	1	1	4	2
Cadet (DF)	2	2	3	5	4	2	4	8	7	12
PTE 2 *(Army/AC)	16	5	4	3	1	9	2	1	11	9
O/S (NS)	12	7	4	7	10	10	12	11	21	15
Total In Training	**179**	**24**	**15**	**72**	**126**	**106**	**124**	**83**	**171**	**209**
Other Ranks										
A/S (NS)	7	1	8	13	5	9	5	15	19	11
PTE 3* (Army/AC)	46	19	33	37	26	12	18	48	71	87
L/S (NS)	0	0	0	0	0	0	0	2	0	2
Cpl (Army/AC)	0	1	0	0	0	0	0	0	0	1
P/O (NS)	0	0	0	0	0	0	0	0	0	1
Total Other Ranks	**53**	**21**	**41**	**50**	**31**	**21**	**23**	**65**	**90**	**102**
Officers										
2/LT (Army/AC)	1	1	0	0	0	0	0	0	0	0
LT (Army/AC)	1	0	0	1	1	0	2	2	1	1
Ensign (NS)	0	1	0	0	0	0	0	0	0	0
S/LT (NS)	0	0	0	1	0	0	3	2	0	3
Capt (Army/AC)	1	1	3	0	0	0	0	1	0	1
Total Officers	**3**	**3**	**3**	**2**	**1**	**0**	**5**	**5**	**1**	**5**
Total	**235**	**48**	**59**	**124**	**158**	**127**	**153**	**153**	**262**	**316**

In order to keep pace with departures and to maintain capability, the Defence Forces has been recruiting to fill vacancies. Similarly, mandatory career development courses are also being conducted at high rates to allow both commissioned and enlisted personnel to be suitably qualified to fill vacancies which are occurring. The loss of personnel in training is a drain on training resources and a long term difficulty. The loss of personnel who have completed their training and subsequently depart within their first five years is also a concern.

Turnover of Line and Technical Personnel

The turnover figures presented are the total numbers of personnel departing the PDF from the three components of the PDF i.e. Army, Naval Service and Air Corps, on an annual basis. The Army is the largest component and is comprised of both technical and line personnel. The majority of Army personnel are in the line stream (i.e. non-specialists). The Army includes the technical Corps of the DF: Engineers; Communications and Information Services; Ordnance; Medical and Transport; as well as the Legal Service. The Naval Service and Air Corps also comprises a mix of line and technical personnel, although the proportion of technically qualified personnel is higher than in the Army. Departures from the line stream accounts for the largest proportion of Premature Voluntary Retirements from the PDF annually.

There are more line personnel within the Defence Forces, and there are more line personnel leaving the DF than their specialist colleagues. For example, in 2017 30% of total turnover of officers comprised technical personnel from the Ordnance, Engineer, Legal, Pilot, Aeronautical Engineer and Marine Engineer specialist and technical streams; non-technical officers accounted for the remaining 70%.

Line Personnel

The challenges facing the Defence Forces are not confined to specialist personnel**.** The majority of personnel serving in the Defence Forces are in the "Line" streams (that is they do not receive a special rate of pay in excess of the regimental rate or technical allowances associated with their appointments). In order for the Defence Forces to maintain an all-arms capable force it requires its personnel to deliver on a broad range of capabilities. These personnel are highly trained and educated in areas such as weapons, vehicles both armoured and soft-skinned, boat handling, air defence, reconnaissance, crisis management operations, riot control, project

management to name but a few. Both Line and Technical personnel are necessary to provide these capabilities.

As part of their continuous professional development, Line personnel can upskill and transition into technical appointments within the Army, Air Corps and Naval Service. Therefore, it is essential that sufficient line personnel remain in service, for appropriate timeframes, to deliver on a broad range of capabilities in line with roles laid down for the Defence Forces. As line personnel transition into the technical corps they leave gaps in the strengths of line units that have to be taken up by those remaining, thus increasing their workload considerably.

PDF Line Officers:

The majority of Army Captains retiring from the organisation are from the non-technical "line stream". This is similar across all officer ranks. The turnover of Officers impacts on the organisational effectiveness across all Army Units of the Defence Forces

Line Officers may also undergo Corps career courses to qualify them to take up technical roles in the Corps mentioned above.

PDF Line Enlisted Personnel

As the highest proportion of personnel are serving in army line appointments, enlisted Army line personnel are the largest cohort who voluntarily depart the Defence Forces before the completion of their full contracts and service limits. The largest numbers of enlisted Army line personnel departing each year, come from the Private rank level (similarly for Naval Service and Air Corps).

The Trainee Technician Scheme (TTS) is the mechanism used to train and educate enlisted personnel to become specialist technicians. The T&Cs for these schemes require personnel starting the course to be of Private rank, any junior NCO must re-engage their service under new T&Cs as private soldiers, and in effect they must voluntarily revert in rank to undertake such a career path.

Whilst personnel turnover has led to promotion for personnel to fill vacancies, the military authorities have stated that the resultant pressure on mandatory career courses has meant the

Military College[5] is running at maximum capacity to train personnel for the higher ranks. The military authorities have indicated that almost all personnel completing such courses are now virtually guaranteed promotion.

Table 15 shows the numbers of personnel leaving the Defence Forces for both voluntary and involuntary reasons.

The following criteria "Reasons other than retirement" were used to determine anyone who has voluntarily discharged from the Defence Forces.

Voluntary

- At own request after 12 years' service
- At own request on compassionate grounds
- On pension after 21 years' service
- On termination of engagement (NOT on age grounds)
- Expiry of PDF service
- Voluntary retirement
- Own request
- At own request
- Resignation
- At own request on compassionate grounds

Involuntary

- Retired
- On termination of engagement (Age Grounds)
- Determination of service by the Minister for Defence
- Services being no longer required
- Misconduct
- Not likely to become effective
- Retirement pursuant to sub section to sub-section 47(2) of the Act
- Death
- Determination of the Minister
- Below Medical Standard
- Age

The table outlines the total numbers who have departed, then the numbers of those who departed the Defence Forces while still in training (recruits and cadets). The next two blocks indicate those who left the Defence Forces in the two categories of Involuntary and Voluntary (criteria for these are set out below the table). In general the voluntary turnover trend has remained consistent at approx. 75% of all retirements and discharges with a notable peak in 2012.

[5] The Military College conducts mandatory career course and professional development training for enlisted and commissioned ranks. Qualification on such courses is a key eligibility factor for promotion to the next higher rank.

Table 15. Departures – Reason for leaving the Defence Force

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total Departures	**768**	**622**	**586**	**566**	**641**	**696**	**575**	**520**	**536**	**692**	**803**	**473**	**481**	**571**	**679**	**742**
Cadet Resignations	8	6	9	5	8	7	2	2	3	5	4	2	4	8	7	12
Pte 2*	36	20	12	33	24	27	28	12	8	10	11	19	14	12	32	24
Apprentices Discharged	3	4	3	4	8	4	0	3	1	0	0	0	1	1	4	2
Recruits Discharged	112	107	138	113	89	151	149	7	3	57	111	85	106	62	128	171
Total In Training Exits	**159**	**137**	**162**	**155**	**129**	**189**	**179**	**24**	**15**	**72**	**126**	**106**	**125**	**83**	**171**	**209**
Involuntary	13	9	5	8	14	16	15	7	5	10	9	11	10	12	8	7
Voluntary	146	128	157	147	115	173	164	17	10	62	117	95	115	71	163	202
Involuntary % (In training)	8.2	6.6	3.1	5.2	10.9	8.5	8.4	29.2	33.3	13.9	7.1	10.4	8	14.5	4.7	3.3
Voluntary % (In training)	91.8	93.4	96.9	94.8	89.1	91.5	91.6	70.8	66.7	86.1	92.9	89.6	92	85.5	95.3	96.7
Departures (excl In Training)	**609**	**485**	**424**	**411**	**512**	**507**	**396**	**496**	**521**	**620**	**677**	**367**	**356**	**488**	**508**	**533**
Departures Involuntary																
Age	49	61	63	61	69	83	81	89	46	63	24	37	65	67	80	93
Death	12	13	13	12	15	16	11	17	12	13	9	10	7	6	14	5
Below Medical Standards	16	28	19	15	22	23	18	41	30	30	20	16	21	24	28	27
Other	5	14	18	15	17	12	10	9	11	12	10	17	17	16	13	20
Sub Total	**82**	**116**	**113**	**103**	**123**	**134**	**120**	**156**	**99**	**118**	**63**	**80**	**110**	**113**	**135**	**145**
Departures Voluntary																
By Purchase	100	92	77	81	98	105	68	21	37	48	35	32	37	97	101	125
On request/Resignation	427	277	234	227	291	268	208	319	385	454	579	255	209	278	272	263
Sub Total	**527**	**369**	**311**	**308**	**389**	**373**	**276**	**340**	**422**	**502**	**614**	**287**	**246**	**375**	**373**	**388**
Involuntary % (Excluding In training)	13.5	23.9	26.7	25.1	24	26.4	30.3	31.5	19	19	9.3	21.8	30.9	23.2	26.6	27.2
Voluntary % (Excluding In training)	86.5	76.1	73.3	74.9	76	73.6	69.7	68.5	81	81	90.7	78.2	69.1	76.8	73.4	72.8
Involuntary Total	**95**	**125**	**118**	**111**	**137**	**150**	**135**	**163**	**104**	**128**	**72**	**91**	**120**	**125**	**143**	**152**
Voluntary Total	**673**	**497**	**468**	**455**	**504**	**546**	**440**	**357**	**432**	**564**	**731**	**382**	**361**	**446**	**536**	**590**
Involuntary % Total	**12.4**	**20.1**	**20.1**	**19.6**	**21.4**	**21.6**	**23.5**	**31.3**	**19.4**	**18.5**	**9**	**19.2**	**24.9**	**21.9**	**21.1**	**20.5**
Voluntary % Total	**87.6**	**79.9**	**79.9**	**80.4**	**78.6**	**78.4**	**76.5**	**68.7**	**80.6**	**81.5**	**91**	**80.8**	**75.1**	**78.1**	**78.9**	**79.5**

2.1: Army

The Army is the largest of the three components of the PDF, comprising an establishment of 7,519 personnel. The 2017 PSPC Report highlighted challenges in retaining personnel who fill specialist roles, which require particular skills sets. This section will outline turnover issues for both specialist and non-technical line personnel in the Army.

Table 16. Departures all ranks (Army) 2002 to 2017

Army																
	2002	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
LT GEN	0	0	1	0	0	1	0	1	1	0	0	1	0	1	0	0
MAJ GEN	1	0	1	1	0	0	0	1	0	1	0	0	0	1	0	0
BRIG GEN	1	2	0	1	2	1	1	3	0	1	2	1	2	2	1	1
COL	2	6	6	5	5	9	1	11	5	7	7	3	6	2	9	6
LT COL	12	6	5	9	6	10	10	17	14	10	14	11	11	11	10	12
COMDT	16	16	11	15	23	22	21	29	20	27	27	13	22	20	25	19
CAPT	9	4	7	8	8	6	3	8	8	5	8	10	11	17	15	17
LT	2	0	0	4	0	2	1	1	0	2	1	2	3	3	2	2
TOTAL OFFICERS	**43**	**34**	**31**	**43**	**44**	**51**	**37**	**71**	**48**	**53**	**59**	**41**	**55**	**57**	**62**	**57**
SGT MAJOR	3	3	4	7	5	5	3	7	2	3	7	0	5	1	1	5
BQMS	7	2	2	2	8	6	1	11	5	5	2	1	2	5	1	7
CS/FS/BS	14	11	15	6	7	17	10	11	15	11	22	5	10	8	12	13
CQMS/FQMS	10	14	15	12	21	17	21	24	24	21	35	12	13	9	11	17
SGT	73	59	59	43	59	44	52	78	56	58	86	33	35	56	67	51
CPL	82	72	51	48	63	75	58	53	74	63	91	45	29	53	36	46
PTE 3 *	286	224	166	169	220	190	135	170	201	253	262	141	125	187	198	223
TOTAL ENLISTED	**475**	**385**	**312**	**287**	**383**	**354**	**280**	**354**	**377**	**414**	**505**	**237**	**219**	**319**	**326**	**362**
CADET	5	2	4	1	1	3	2	1	1	2	1	1	1	3	3	9
PTE 2 *	23	9	5	20	11	7	16	5	4	3	1	9	1	1	11	9
APPRENTICE	0	0	0	2	7	4	0	1	1	0	0	0	1	0	1	0
RECRUIT	97	89	122	103	69	139	139	4	2	44	91	78	102	58	122	151
IN TRAINING TOTAL	**125**	**100**	**131**	**126**	**88**	**153**	**157**	**11**	**8**	**49**	**93**	**88**	**105**	**62**	**137**	**169**
TOTAL LEFT	**643**	**519**	**474**	**456**	**515**	**558**	**474**	**436**	**433**	**516**	**657**	**366**	**379**	**438**	**525**	**588**

The Table below illustrates the turnover rate in the army and includes trainees who did not complete their training. These figures also comprise both specialist and line personnel.

Table 17. Departures All Ranks (Army) 2002 to 2017 as a Percentage of Strength

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total Strength	8,620	8,517	8,592	8,539	8,536	8,512	8,506	8,095	7,753	7,651	7,511	7,504	7,522	7,358	7,397	7,461
							474	436	433	516	657	366	379	438	525	588
Exits as % Strength	7.46%	6.09%	5.52%	5.34%	6.03%	6.56%	5.57%	5.39%	5.58%	6.74%	8.75%	4.88%	5.04%	5.95%	7.10%	7.88%
Strength Officers	997	1,027	1,040	1,052	1,064	1,049	1,071	1,041	1,028	1,006	967	935	902	864	824	793
							37	71	48	53	59	41	55	57	62	57
Exits Officers as % Officer Strength	4.31%	3.31%	2.98%	4.09%	4.14%	4.86%	3.45%	6.82%	4.67%	5.27%	6.10%	4.39%	6.10%	6.60%	7.52%	7.19%
Strength Enlisted	7,623	7,490	7,552	7,487	7,472	7,463	7364	6988	6673	6603	6503	6528	6581	6446	6466	6518
							280	354	377	414	505	237	219	319	326	362
Exits Enlisted as % Enlisted Strength	7.87%	6.48%	5.87%	5.52%	6.30%	6.79%	3.80%	5.07%	5.65%	6.27%	7.77%	3.63%	3.33%	4.95%	5.04%	5.55%

% of Strength figure is calculated by dividing the total number left (including trainees) by the strength as on 31 Dec of each year.

Table 18. Departures All Ranks (Army) 2002 to 2017

Table 19. Captain Departures (Army) 2007-2017

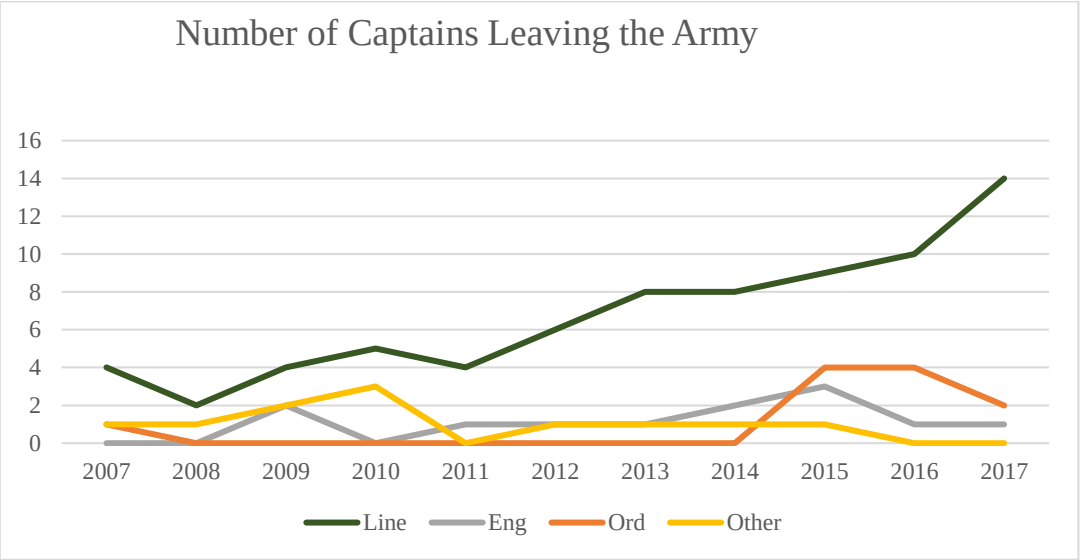
	Line	Eng.	Ord	Other[6]
2007	4	0	1	1
2008	2	0	0	1
2009	4	2	0	2
2010	5	0	0	3
2011	4	1	0	0
2012	6	1	0	1
2013	8	1	0	1
2014	8	2	0	1
2015	9	3	4	1
2016	10	1	4	0
2017	14	1	2	0

The table provides a snapshot of the technical (i.e. Engineering, Ordnance and other) versus line captains who left the Army. It illustrates that an increasing number of Army line personnel

[6] Other includes CIS Technical, School of Music and Medical officers.

are leaving voluntarily at this middle-management rank. Vacancies in these ranks have led to increased workloads.

Figure 4



Army Technical Officers

The term Technical Officer refers to Permanent Defence Force Officers who are in receipt of technical pay (i.e. a special rate of pay in excess of the regimental rate) for specific appointments associated with their academic qualification. Army Officers in this category include Communication and Information Services, Military Engineer, Ordnance and other specialist officers. Enlisted personnel working in these areas receive additional technical pay at different grades depending on the qualification and responsibility.

Technical Officers of the Army are highly trained and educated. Many Technical Officers are trained to Masters Level across the Communication and Information Services Corp (CIS), Engineer and Ordnance Corps. The Corps induction training (Young Officers Course) for an Officer of the CIS Corps is 12 months (includes a Master's Degree), for an Ordnance Officer is 20 months (includes a Master's Degree) and for a Corps of Engineers Officer is 15 months (includes a Master's Degree). This is in addition to the primary technical degree (Engineering or Science) that individuals possess prior to appointment as a Technical Officer.

It should be noted that in the CIS Corps only 18 Officers (out of an establishment of 66) are Technical Officers and receive Rate 2 Pay. The remaining officers are Line Officers and carry out a range of IT and Cyber functions but are not in posts that attract rate 2 pay and consequently do not receive any additional pay or allowance for this work.

Army Enlisted Specialists

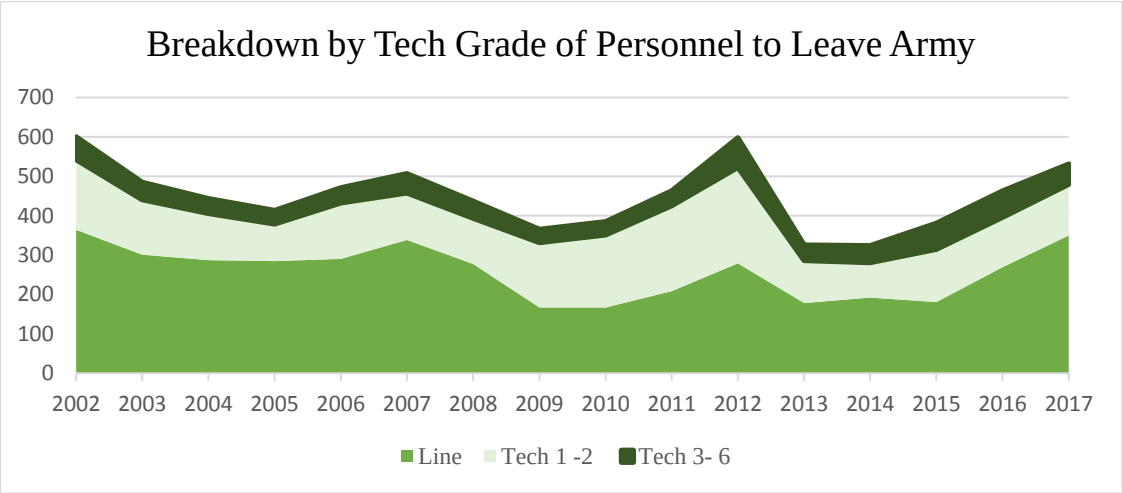
Certain technical Non-Commissioned Officers (NCOs) of the Army are similarly highly trained having previously completed apprenticeships or trainee technician schemes and generally possessing at least Level 7 degrees. In addition to such civilian qualifications, they also train in Corps specialities, e.g. an NCO in the Engineer Corps may be a qualified electrician or plumber and also trained as a combat engineer with responsibilities for mine clearance, specialist search or obstacle crossing/ bridge building etc. Similar dual skill sets are found within all the technical Corps such as the Ordnance and CIS Corps.

The Table overleaf shows the numbers of Army Enlisted personnel in receipt of Tech Pay who left the PDF in the years 2002 to 2016.

Table 20. Enlisted Personnel in Receipt of Technician Pay who Left the Army 2002-2017

Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
TECH PAY 1	123	110	81	64	96	82	84	111	113	159	178	78	64	94	95	100
TECH PAY 2	55	30	38	30	47	38	33	54	71	58	66	30	25	40	32	30
TECH PAY 3	36	33	21	25	23	27	24	17	22	28	41	28	25	39	41	33
TECH PAY 4	6	5	7	4	8	8	7	7	7	5	16	9	5	8	8	3
TECH PAY 5	14	3	6	5	7	13	8	7	2	3	9	1	11	14	10	10
TECH PAY 6	2	3	3			1	4	2	3	2	9	1	2	5	8	5
TOTAL	236	184	156	128	181	169	160	198	218	255	319	147	132	200	194	181

Figure 5



The table illustrates that the number of army personnel with Rate 5 Technical Pay leaving the Defence Forces has increased since 2014. There was also an increase in 2015 and 2016 in the number of exits of Army personnel with Technical Pay 3. The personnel at rates 5 and 6 are highly skilled and are not easily replaceable. They include armament artificers and CIS technicians.

If significant vacancies persist in specialist appointments, this will have future implications for the force protection of personnel deployed overseas. In many of the theatres of operation personnel are currently deployed to, the greatest threat arises from landmines, improvised explosive devices and explosive remnants of war. The availability of trained and experienced Engineer, Communications, IT and Cyber and Ordnance personnel is key to defeating and countering such threats.

Corp of Engineers (COE)

The Corps of Engineers comprises personnel who are educated in a range of civil, mechanical and industrial engineering areas. The Engineering Corp has an Establishment of 48 Officers and 322 at enlisted personnel.

The tables below illustrate the strength of personnel by rank in the Army operational Units of the Corps of Engineers for the period 2011 to 2017 as well as the percentage strength versus establishment of these figures.

Table 21. Comparison Corp of Engineers Strength 2011-2017

Corps of Engineers - Strength												
	Pte (3*)	Cpl	Sgt	CQMS	CS	BQMS	RSM	Lt	Capt	Comdt	Lt Col	Col
2011	197	54	32	21	4	2	1	17	25	13	4	1
2012	197	53	26	19	3	3	0	17	24	9	4	1
2013	209	48	31	21	4	4	1	12	29	8	5	1
2014	206	54	31	20	4	4	1	14	25	12	5	1
2015	193	56	33	20	4	3	1	13	23	11	5	1

Security Sensitive Material has been redacted

Table 21.1 Comparison Corp of Engineers Percentage of Strength v Establishment 2011-2017

Corps of Engineers - % of Strength v Establishment													
	Pte (3*)	**Cpl**	**Sgt**	**CQMS**	**CS**	**BQMS**	**RSM**	**Lt**	**Capt**	**Comdt**	**Lt Col**	**Col**	**Total**
2011	99%	86%	94%	162%	100%	100%	100%	189%	89%	130%	67%	100%	100%
2012	99%	84%	76%	146%	75%	150%	0%	189%	86%	90%	67%	100%	96%
2013	111%	76%	76%	105%	100%	80%	100%	200%	116%	73%	100%	100%	101%
2014	110%	86%	76%	100%	100%	80%	100%	233%	100%	109%	100%	100%	102%
2015	103%	89%	80%	100%	100%	60%	100%	217%	92%	100%	100%	100%	98%

Security Sensitive Material has been redacted

Table 22. Comparison Corp of Engineers Establishment versus Strength

	Colonel	Lt Col	Comdt	Captain	Lieutenant	Subtotal
Security Sensitive Material has been redacted						

	RSM	BQMS	CS	CQ	SGT	CPL	PTES	Subtotal	Total
Security Sensitive Material has been redacted									

The table above illustrates that gaps currently exist for Lieutenants and Captains in the Corp of Engineers. [redacted] When the planned officer appointments are made, the Corps will still be deficient [redacted]

Table 23. Gaps in strength v establishment in the COE over the past four (4) years

	Establishment	Strength 2014	Strength 2015	Strength 2016	Strength 2017
Officers	52*	45	39	Security Sensitive Material has been redacted	
Enlisted Ranks	331**	253	249		
Total	383	298	288		
Vacancies		**85**	**95**		

* 4 COE Officers with NS and AC
** 9 COE enlisted personnel with NS and AC.

The current vacancies in the COE equate [redacted] of the establishment. This places significant demands on COE personnel to deliver the broad range of capabilities at home and overseas.

[7] This figure for establishment is for Army only, however Engineer Appointments in the NS and AC are filled by Army COE Personnel increasing this figure to [redacted], an additional 1 Comdt (AC) and 3 Captains (1 x AC, 2 x NS).
[8] Due to being over strength at Commandant because of fixed period promotion, three Captain vacancies are consequentially suppressed.

Corps of Engineers – Enlisted Personnel

The Corps of Engineers (COE) seeks to induct line enlisted personnel as and when technical vacancies arise within the Corps. There is no system to induct direct entry technicians into the Corps of Engineers. The following internal competitions have been held for entry onto Corps of Engineers Trainee Technician Scheme (TTS):

Table 24. Corps of Engineers Trainee Technician Scheme (TTS) 2013-2017

Year	2013	2014	2015	2016	2017	Total
No of Applications	90	148	84	116	119	557
No of TTS Students*	25	22	8	10	32	97

*The numbers of trainee technicians inducted into the TTS each year over the last 5 years represents the equivalent number of personnel leaving the COE in that year.

Candidates are shortlisted after the interview stage and are required to undergo a Combat Engineer Course in the School of Military Engineering, DFTC, which takes 12 weeks to complete. Only upon successful completion of the course will candidates be offered placements on the TTS, which takes four (4) years to complete. Further Military training will continue throughout the entire period of the scheme.

Applications to the scheme may be of Corporal or Private rank. Successful applicants of Corporal rank must revert to Private rank before commencing the scheme. While there is no direct Entry option, serving soldiers who have completed relevant apprenticeships may apply for transfer to Corps of Engineers technical vacancies, without undergoing further apprenticeship, and will be required to undergo a Combat Engineer Course in the School of Military Engineering, DFTC. Those with apprenticeships part completed may apply for entry to the Corps of Engineers and apprentice training through the TTS.

Based on the table above and the time it takes to qualify Engineering specialists there is approx. 33% of the enlisted strength of the Corps in training as part of the TTS. The 25 students on the 2013 intake qualified at the end of 2017 and are now in their on-the-job-experience phase of qualification. All other TTS students are still in training.

The numbers of apprentices inducted onto the TTS over the last 5 years represents the equivalent number of personnel leaving the COE. This highlights the turnover of experienced Engineering specialists and the need to maintain a high proportion of personnel in training.

The numbers leaving are comprised of those retiring on age grounds 30% and those retiring early 70%.

Personnel who complete both the Combat Engineer Course and the TTS training qualify as both Combat Engineers and as tradesmen of a particular discipline in the Corps of Engineers, namely: Carpenter, Electrician, Plumber, Construction Plant Fitter, Refrigeration and Air Conditioning Technician, Block layer and Plasterer. On successful completion of the TTS, personnel qualify for Tech 3 pay.

There are six (6) Tech 5 paid appointments in the Corps. Personnel who complete an Architectural or Civil Engineering Technician course (2 years duration) may qualify for Tech 5 pay, vacancy dependent.

Communication and Information Services Corp (CIS)

CIS Officers provide and maintain the communications and IT infrastructure for the Defence Forces. The CIS Corp in made up of both technical and non-technical officers with different skillsets. The Defence Forces Cyber Security is provided by the CIS Corp. All Enlisted personnel in the CIS Corps are in receipt of Technical Grade Pay. There are a total of eighteen (18) Officers who are in technical appointments and who receive Rate 2 pay. [redacted]

The remaining CIS Officers are qualified and educated to provide a range of capabilities that are the same as those delivered by their technical officer counterparts, however, these officers fill non-technical "Line" appointments on the Defence Forces ECF establishment and are not in receipt of technical pay (Rate 2 Pay). These individuals provide highly specialised skills to maintain and upgrade the wide array of military communications and IT networks.

The tables below illustrate the strength of all personnel in the operational Army Units of the CIS Corps[9] for the period 2011 to 2017 as well as the percentage strength versus establishment of these figures.

Table 25. Comparison CIS Corp Strength 2011-2017

	Pte (3*)	Cpl	Sgt	CQMS	CS	BQMS	RSM	Lt	Capt	Comdt	Lt Col	Col	Total
2011	181	71	48	8	5	1	0	18	18	7	0	1	358
2012	171	73	42	6	5	1	0	17	14	11	1	1	342
2013	174	68	53	5	4	1	1	13	16	10	2	1	348
2014	160	78	55	5	4	1	1	14	15	8	3	1	345
2015	152	77	54	5	4	1	1	12	17	6	2	1	332
Security Sensitive Material has been redacted													

[9] These tables include DFHQ CIS Coy, an additional Unit in comparison to the Engineer and Ordnance Corps.

Table 25.1 Comparison CIS Corp Percentage of Strength vs Establishment 2011-2017

CIS Corp - % of Strength v Establishment													
	Pte (3*)	Cpl	Sgt	CQMS	CS	BQMS	RSM	Lt	Capt	Comdt	Lt Col	Col	Total
2011	106%	79%	72%	114%	100%	100%	0%	200%	62%	47%	0%	100%	90%
2012	101%	81%	63%	86%	100%	100%	0%	189%	48%	73%	33%	100%	86%
2013	123%	77%	82%	83%	100%	100%	100%	186%	57%	67%	67%	100%	97%
2014	113%	89%	85%	83%	100%	100%	100%	200%	54%	53%	100%	100%	96%
2015	108%	88%	83%	83%	100%	100%	100%	171%	61%	40%	67%	100%	92%

Security Sensitive Material has been redacted

The tables above illustrates gaps at the ranks of Lieutenants and Captains in the officer ranks, as well as in the Private, Corporal and Sergeant enlisted ranks in the CIS Corp. The Commandant Technical rank is currently three (3) over the establishment, this is due to fixed period promotions, [redacted]

Table 25.2 CIS Corp Strength versus Establishment

	COL	LT COL	LT COL (T)	COMDT	COMD (T)	CAPT	CAPT (T)	LT	LT (T)	Sub Total
Security Sensitive Material has been redacted										

	RSM (T5)	BQMS	CS	CQ	CQ (T3)	SGT (T2)	SGT (T5/6)	CPL (T2)	CPL (T5/6)	SGMN (T2)	SGM (T5/6)	Subtotal	CIS Corps Total
Security Sensitive Material has been redacted													

CIS Corp – Technical Enlisted Personnel

Enlisted personnel can be inducted into the CIS Corp via either a) Communications Operative (COMOP) course or b) the Technician Trainee Scheme (TTS).

a) Personnel complete a COMOP course in the CIS School and thereafter they must complete 3 Years in Carlow IT followed by a 1 Year on-the-job Training.
b) Personnel are inducted via the TTS scheme which is a joint program run between the CIS School and Carlow IT. The TTS stream qualifies CIS Technicians over a four year period. Technicians graduate with a level 7 B Eng. (Military Communications) and receive Tech 5 pay. Following another minimum 5 years' experience and having met the required criteria they may become eligible to receive Tech 6 pay.

The CIS Corps continues to lose highly experienced IT, Cyber and Electronics qualified enlisted personnel to the private and commercial sectors. It is increasingly challenging to support diverse IT systems and tactical communication networks

For example, DFHQ CIS Coy based in McKee Bks provides the primary IT and communications network supports for all personnel accessing strategic HR, Logistics, Financial and Procurement applications [redacted], databases and satellite systems management. DFHQ CIS Coy also mans both a 24/7 IT-Communications Helpdesk and primary Communications Centre that support personnel at home and deployed overseas.

a) DFHQ CIS Coy has an establishment of 44 enlisted technicians at NCO and Pte level. They comprise the following technician types: COMOP (general); Electronic Engineers; System Engineer and IT Technicians; all of whom receive tech pay grades 2 to 6. [redacted].
b) The military authorities have indicated that eight enlisted technicians have given notice they will leave DFHQ CIS Coy in 2018. [redacted]Reasons given in exit interviews include: better pay and improved work-life balance.
c) The resources available to man and deliver on these highly technical and specialist areas are spread extremely thinly and were additional personnel to leave the following cells they would be at risk of not providing the necessary supports in key areas. These shortages are

mirrored across the other CIS Corps Units and have had to commence pooling and sharing scarce personnel and resources to ensure service delivery.

CIS Corps Cyber Capability

The Defence Forces stood up a permanent Cyber Computer Incident Response Team (CIRT) in 2012 [redacted] In the last five years many cyber-experienced officers and enlisted personnel from both the technical and line streams of the CIS Corps have left to undertake roles in Cyber Security in both the public and private sector.

The Defence Forces support the National Cyber Security Centre (NCSC)[10] [redacted] within means and capabilities. This collaboration also facilitates Defence Forces technical support in the event of a national cyber incident. Since 2012, a total of three CIS Corps officers and two CIS Corps technicians have worked in the NCSC. [redacted]

Defence Forces personnel develop their "Cyber Specialism" via a wide range of professional and technical academic and training courses. Officers must have a technical degree or have undergone the CIS Young Officers course with Level 9 qualification. Enlisted personnel will usually complete the TTS or CIS COMOPs courses. This education is augmented by one to two years of relevant and immersive on the job experience. CIS personnel wishing to specialise in the CIRT team and potentially go on to work in the NCSC must complete an MSC in Forensics Computing and Cyber Crime (some personnel have funded themselves for this course). This specialism requires three to five years of academic and on the job experience.

[10] SLA between the Departments of Defence and DCCAE, 2017

Ordnance Corps

Ordnance Corps Officers are comprised of personnel who are educated in a range of science, electronic and industrial engineering degrees. On completion of their specialist military training they provide a broad range of technical supports which include the explosive ordnance disposal (EOD) capability of the Defence Forces as well as the maintenance and procurement of a wide variety of weapons, equipment and material.

The tables below illustrate the strength of personnel in the operational Army Units of the Ord Corps for the period 2011 to 2017 as well as the percentage strength versus establishment of these figures.

Table 26. Comparison Ordnance Corp Strength 2011-2017

ORD Corp - Strength													
	Pte (3*)	Cpl	Sgt	CQMS	CS	BQMS	RSM	Lt	Capt	Comdt	Lt Col	Col	Total
2011	139	86	71	19	6	1	0	3	20	13	5	1	364
2012	132	93	71	14	5	6	1	0	23	9	5	1	360
2013	123	88	73	21	8	6	1	1	25	7	6	1	360
2014	110	94	74	19	8	6	1	1	25	5	6	1	350
2015	112	91	69	20	8	6	1	1	22	4	6	1	341

Security Sensitive Material has been redacted

Table 26.1 Comparison Ordnance Crop Percentage of Strength versus Establishment 2011-2017

ORD Corp - % Strength v Establishment													
	Pte (3*)	Cpl	Sgt	CQMS	CS	BQMS	RSM	Lt	Capt	Comdt	Lt Col	Col	Total
2011	129%	101%	86%	173%	67%	33%	0%	30%	100%	108%	71%	100%	104%
2012	122%	109%	86%	127%	56%	200%	100%	0%	115%	75%	71%	100%	103%
2013	106%	93%	77%	88%	100%	100%	100%	13%	89%	64%	100%	100%	90%
2014	95%	99%	78%	79%	100%	100%	100%	13%	89%	45%	100%	100%	88%
2015	97%	96%	73%	83%	100%	100%	100%	13%	79%	36%	100%	100%	85%

Security Sensitive Material has been redacted

The Ordnance Corp has an Establishment of 54 Officers and 345 at other ranks. 44 of the Officer posts are for Technical Officers in receipt of Rate 2 Pay. During the period 2012-2017**,** a total of twenty Ordnance Corps officers left the Defence Forces; 1 Colonel (age), 6 Lt Cols; 3 Commandants and 10 Captains. [redacted] Seven (7) of these are for technical posts.

Table 27. Ordnance Corp Officers Establishment versus Strength

	COL	LT COL	COMDT	CAPTAIN	LT	Sub Total
Security Sensitive Material has been redacted						

The Ordnance Corps current strength of officers is 42. [redacted] However, retirements in 2019 and 2020 will offset the induction of officers on the planned 2019 Ord Corps YOs Course and via the Cadet Graduate entry stream. [redacted] When the current Ordnance Young Officers' course finishes in July 2018 this will increase the number

of available EOD officers; [redacted]

[redacted]

The military authorities believe that the removal of the fixed-period promotion scheme in 2015 is a factor that reduced retention (and that this is applicable to all specialist officers including, Ordnance, Engineer Corps and CIS). The increased EOD workload and duties arising from the resultant voluntary retirements (further increasing the number of retirements); challenges in internal recruitment of replacement EOD officers; and work-life balance challenges associated with smaller EOD officer pool for on-island and overseas commitments and remuneration are all factors that also may have influenced retention.

Ordnance Corps – Enlisted Personnel

NCOs with electronic and robotic qualifications are required to maintain the operational readiness of sophisticated new robotic technology with EOD teams in order to further counter the threat from improvised explosive devices and reduce the risk to the public [redacted]

Technical NCOs have a critical role in maintaining the operational readiness of increasingly complex weapons systems, they also support operational units by attending all weapons firing on military ranges, annual ordnance inspections at home and overseas, as well as major equipment and weapon repairs in Ordnance Base Workshops. The loss of this range of expertise will require greater outsourcing to commercial companies for maintenance in specific areas, e.g. the Naval Service. The expertise of Ordnance technical personnel has realised financial savings on equipment procurement and maintenance programmes, for example the battery upgrade solution as part of the Mowag upgrade and maintenance programme in 2018.

Ordnance line personnel within the Ordnance Supply Platoons carry out key roles in the areas of responsibilities for the Defence Forces.

Ordnance Corps has 3 primary technician classes, Armourer/Armament Artificer (Tech 3/5), Armament Artificer Instrument (Tech 5) and Ammunition Examiner (Tech 3). All tech pay in the Ordnance Corps is appointment based. The progression from Armourer to Armament Artificer is dependent on vacancies only. There is no system to induct direct entry technicians into the Ordnance Corps.

Armourers (Tech 3) are initially trained as Mechanical Automation Maintenance Fitters (MAMF) with SOLAS under the Trainee Technician Scheme (TTS) and complete their training in maintenance of small arms in the Ordnance School before they are qualified as technicians (Tech 3) after 4 years. Later they undertake training in maintenance of heavy weapons which qualifies them to be posted as Armament Artificers (Tech 5) when vacancies arise.

Armament Artificer Instrument technicians (Tech 5) undertake an ordinary degree in electronic engineering in IT Carlow under the TTS before completing their training in the maintenance of optics, fire control systems and EOD equipment in the Ordnance School. After 4 years they qualify as Technicians (Tech 5). There is no further tech pay progression.

Ammunition Examiners undergo a 1 year corps specific course in the Ordnance School before being qualified as Technicians (Tech 3). There is no further tech pay progression.

Serving personnel who hold qualifications deemed by Director of the Ordnance Corps to be equivalent to those provided by IT Carlow or SOLAS can be allowed to undertake Corps specific courses and qualify as Technicians.

Ord Corps NCOs are now taking on many additional tasks due to current staff shortages, for example range duties, facility and equipment inspections etc. This additional workload is a factor in the decision of some NCOs to retire early as they have been more administrative bound in their daily work rather than working as the highly skilled technicians they trained to become.

NCOs and enlisted personnel have witnessed the reduction in personnel serving in key technical appointments and it can take some time for newly qualified personnel to achieve the skill-sets of those they are replacing.

Ordnance technicians are highly attractive to external employers and they may consider new options when their TTS contracts expire. For example, Armourer Artificers vacancies were advertised in the Public Service in 2017 with starting salaries that were higher than the maximum available to similar scales in the Defence Forces.

The table below highlights the armourer vacancies by Trade for the Ordnance Corps, as of 31 March 2018. As can be seen from the range of qualifications and associated training times these are highly skilled personnel. The Trades are not rank specific, therefore an Armourer may hold the rank of Private, Corporal or a Sergeant. [redacted].

Table 28. Ordnance Corps Technical Strength v Establishment as of 31 Mar 2018

Qualification of the Ordnance Corp							
	Trade	Training	Length of training	Tech grade	Establishment	Strength	Vacancies
Armourer	ARM	To qualify must complete a Mechanical Automation Maintenance Fitters (MAMF) course with SOLAS under the Trainee Technician Scheme (TTS). Then complete training in maintenance of small arms in the Ordnance School.	4 Years	3	81	57	24
Armament Artificer	AA	To qualify must be a qualified Armourers that completes a four-month Armament Artificers (AA) course in the Ordnance School.	4 months	5	34	28	6
Armament Artificer Instrument	AAI	TT who complete an ordinary degree in electronic engineering in Carlow IT. They then complete a maintenance of optics, fire control systems and EOD equipment in the Ordnance.	4 Years	5	32	24	8
Ammunition Examiner	AE	Complete a Corp specific course in the Ordnance School	1 Year	3	32	21	11

2.2: Air Corps

This section will focus on issues relating to Air Corps Air Traffic Services, Apprentices and other specialist personnel within the Air Corps.

At the end of March 2018 the Air Corps had a strength of 717 personnel, out of an establishment figure of 886. One in five (1:5) posts in the Air Corps is vacant. This creates an additional training and experiential development burden, which further reduces available resources. In order to address the military aviation skills shortage, the main effort of the Air Corps has shifted to training and development of personnel to assume the responsibilities of those who have departed.

As experienced military aviation personnel retire voluntarily and are replaced by 'new' personnel throughout the rank spectrum there is an experience decline. There is a balance to be struck between turnover and retaining an appropriate experience profile. Given the complexity of the mission profiles undertaken by the Air Corps and the range and complexity of the various Aircraft used, experience in maintenance, piloting or controlling represents an integral component of the overall risk management architecture. This is best exampled in airlines and their focus on minimising aircraft types in use (for instance Ryanair only use one aircraft type) in order to minimise training requirements and maximise operational efficiencies, which is not possible given the Defence Aviation roles. The Air Corps require seven (7) different aircraft types to fulfil its roles, with each different aircraft type comes a different training requirement, maintenance requirement and operating requirement. This means that aircraft maintenance technicians require more training and must have high levels of adaptability in order to safely oversee complex maintenance tasks.

The Air Corps is experiencing three distinct shortages:

1. Military Aircraft Maintenance Technicians (inducted through Air Corps Apprentice Scheme);
2. Military Pilots (see previous material supplied); and,
3. Military Air Traffic controllers.

Increased Air Corps induction programmes are occurring in all of these areas; and the experience profile has reduced throughout the Corps.

Retaining appropriate levels of military experience is critically important if the Air Corps is to maintain its range of operational capabilities. The loss of personnel and experience has meant that the Air Corps are now not able to staff 24 hour ATC coverage and reduced the availability of certain military aircraft.

Table 29. Air Corp Departures by Rank 2002-2017

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
BRIG GEN	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
COL	0	0	0	0	0	0	0	1	0	0	1	0	1	0	0	1
LT COL	1	1	0	0	0	1	2	1	0	0	1	1	5	1	1	2
COMDT	3	1	0	4	2	0	0	0	1	7	2	3	2	1	7	2
CAPT	4	1	2	3	1	3	2	2	2	6	3	6	5	7	5	3
LT	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
TOTAL OFFICERS	**9**	**3**	**3**	**7**	**3**	**4**	**4**	**4**	**3**	**13**	**7**	**10**	**13**	**9**	**13**	**10**
SGT MAJOR	1	1	2	2	0	0	0	0	2	0	0	0	0	0	1	1
BQMS	2	0	1	0	0	1	0	0	1	1	0	0	2	0	0	1
CS/FS/BS	3	2	4	2	4	3	2	4	8	5	5	0	3	4	2	5
CQMS/FQMS	2	0	0	1	0	2	1	1	1	3	1	1	0	1	3	2
SGT	3	4	11	5	8	7	8	6	5	10	13	5	3	9	11	11
CPL	10	9	11	6	7	11	9	7	9	13	14	8	9	12	5	6
PTE 3 *	21	16	11	19	14	21	9	14	22	20	10	9	12	21	12	16
TOTAL ENLISTED	**42**	**32**	**40**	**35**	**33**	**45**	**29**	**32**	**48**	**52**	**43**	**23**	**29**	**47**	**34**	**42**
CADET	1	2	1	0	1	2	0	1	0	0	0	0	0	2	1	0
PTE 2 *	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
APPRENTICE	1	3	3	2	1	0	0	2	0	0	0	0	0	1	3	2
RECRUIT	0	0	0	0	6	1	0	0	0	10	11	0	0	0	0	4
IN TRAINING TOTAL	**3**	**5**	**4**	**2**	**8**	**3**	**0**	**3**	**0**	**10**	**11**	**0**	**1**	**3**	**4**	**6**
TOTAL LEFT	**54**	**40**	**47**	**44**	**44**	**52**	**33**	**39**	**51**	**75**	**61**	**33**	**43**	**59**	**51**	**58**

Table 30. Departures All Ranks (Air Corps) 2002-2017

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total Strength	905	902	871	852	865	845	832	801	765	790	790	786	769	750	710	726
							33	39	51	75	61	33	43	59	51	58
Exits as % Strength	5.97 %	4.43 %	5.40 %	5.16 %	5.09 %	6.15 %	3.97 %	4.87 %	6.67 %	9.49 %	7.72 %	4.20 %	5.59 %	7.87 %	7.18 %	7.99 %
Strength Officers	137	137	140	134	16	137	147	142	148	139	136	135	128	124	119	106
							4	4	3	13	7	10	13	9	13	10
Exits Officers as % Officer Strength	6.57 %	2.19 %	2.14 %	5.22 %	18.75 %	2.92 %	2.72 %	2.82 %	2.03 %	9.35 %	5.15 %	7.41 %	10.16 %	7.26 %	10.92 %	9.43 %
Strength Enlisted	768	765	731	718	729	708	671	653	612	645	646	634	618	599	565	582
							29	32	48	52	43	23	29	47	34	42
Exits Enlisted as % Enlisted Strength	5.86 %	4.84 %	6.02 %	5.15 %	5.62 %	6.78 %	4.32 %	4.90 %	7.84 %	8.06 %	6.66 %	3.63 %	4.69 %	7.85 %	6.02 %	7.22 %

% of Strength figure is calculated by dividing the total number left by the strength as on 31 December of each year.

Figure 6

Table 31. Breakdown of Air Corp Officer Departures by Stream 2007 to 2017

	ATC	Engineer	Line	Pilot	Total
2007	-	1	-	3	4
2008	1	-	1	2	4
2009	-	2	-	2	4
2010	1	1	-	1	3
2011	1	1	-	11	13
2012	1	1	1	4	7
2013	-	1	1	8	10
2014	-	2	2	9	13
2015	-	-	3	6	9
2016	2	1	1	9	13
2017	-	1	1	8	10
Total	**6**	**11**	**9**	**63**	**88**

Air Corps Air Traffic Controllers (ATC)

Similar to pilots, ATC personnel have almost directly transferable skillsets, which can be applied to civilian employment mostly with the Irish Aviation Authority (IAA) in Irish civil Airports.

The role of Military Air Traffic Services (ATS) is the prevention of collision between aircraft, and the oversight, management and provision of safe air traffic services to both civilian and military aircraft operating within Military airspace in Ireland. ATS operates from Casement Aerodrome and the Dublin Air Traffic Control Centre. Military ATS also provides functions that go beyond air traffic control. It is a key enabler for air operations and is critical to the provision of security for major events, e.g. visit of Queen Elizabeth II in 2011. In addition, ATS manages the Air Corps' interaction with civil aviation authorities at National, European and International level. The tables below show the trends for ATS establishment and strength from 2010.

Table 32. ATS Establishment and Strength 2010-2018

Year	2010 (31 Dec)	2011	2012	2013	2014	2015	2016	2017	2018 (31 May)	2018 (31 Dec)
ATS Establishment	24	24	24	24	22[11]	22	22	22	22	22
ATS Strength	18	13	14	17	17	17	14	15	14*****	14**
ATS Strength (Fully Qualified)	16	11	10	10	13	14	11	12	12*****	9**

*Figures include one on maternity leave, one on Long term SL and one on LOA they will require currency training before they become operational.

**Estimate based on training and likely retirements

Table 33 shows the end of year strength figures for ATS in the period 2010 to 2018. It should be noted that there were no enlisted personnel in training from 2013 to 2016 and this has impacted on the current numbers of approach qualified ATS operators and the reduction from 24/7 operations. Voluntary retirements for officers and NCOs also increased in the past 3 years.

12. Change in ATS Establishment from 24 to 22 all ranks.

Table 33. Changes in strength in ATS 2010 to 2018

Officers								
Year	**ATS Est**	**Start Year Strength**	**Retirement Age Grounds**	**Voluntary Retirement**	**Commissioned**	**In Training**	**Training completed**	**End of Year Strength**
2010	9	4	0	0	0	4	0	4
2011	9	4	0	1	0	6	0	3
2012	9	3	0	1	0	4	1	3
2013	8	3	0	0	0	3	0	3
2014	8	3	0	0	0	1	2	5
2015	8	5	0	0	0	0	1	6
2016	8	6	0	2	0	0	0	4
Security Sensitive Material has been redacted								
Enlisted Personnel								
Year	**ATS Est**	**Start Year Strength**	**Retirement Age Grounds**	**Voluntary Retirement**	**Commissioned as Officers**	**In Training**	**Training completed**	**End of Year Strength**
2010	15	9	0	6	0	1	4	7
2011	15	7	0	0	0	4	1	8
2012	15	8	0	0	0	1	2	10
2013	14	10	0	0	0	0	1	11
2014	14	11	0	0	0	0	0	11
2015	14	11	0	0	0	0	0	11
2016	14	11	0	1	0	4	0	10
Security Sensitive Material has been redacted								

In 2010, six enlisted controllers took up employment with the IAA resulting in the downgrading of Baldonnel ATC service to a Flight Information Service after hours which was manned using pilots who were trained to provide flight information outside normal duty hours. As they were

in receipt of flying pay they did not require additional remuneration. The GOC is investigating the possibility of reintroducing this service however, this may not be possible with the current pilot shortages.

The last course for new entrant officers commenced in 2011. In 2018, four NCO military ATS personnel were commissioned as officers to fill 1 Captain and 3 Lieutenant ATS vacancies. However, this did not increase the overall pool of ATC personnel. These newly commissioned officers received two-year temporary commissions. Thereafter they will be offered permanent commissions subject to the Chief of Staff's recommendation.

In 2018, one officer has retired and a second has indicated his intent to leave. As a result, personnel will have to be trained in the specialist skill sets within the ATS function held by these two officers; which includes airspace management, obstacles, simulation training, drones; aerodrome safeguarding, and ATS procedure design. The 4 NCO ATC personnel commissioned in February 2018 will also have to be replaced and there are currently 6 personnel in training.

Retention

Of the remaining ATS staff, 5 controllers have sufficient service to retire with full pension entitlements. A further 3 are pre 2004 but do not have the service required for their pension entitlements. The remaining staff are post 2004. The nature of the post-2004 pension is such that, unless a controller intends to serve for the full 30 years, the incentive is to seek alternate employment sooner rather than later in order to build up sufficient pension contributions in the new employment. This is a problem that will worsen in the coming years as the numbers of post-2004 controllers increases. Of the current [redacted] is compelled by a military service undertaking contract to remain in service in the Defence Forces.

Table 34. Air Traffic Service Strength v Establishment (as at 21 May 2018)

	LT COL	COMDT	CAPT	LT	TOTAL
Officer Air Traffic Service Establishment [a]	Security Sensitive Material has been redacted				
Officer Air Traffic Service Strength					
	RSM	**FSGT**	**SGT**	**CPL**	**TOTAL**
Other Ranks Air Traffic Service Establishment	Security Sensitive Material has been redacted				
Other Ranks Air Traffic Service Strength					

Note **a** – Includes 2 Air Corps Headquarter appointments
b- Comdt has indicated he will leave in November 18

Table 35. Air Traffic Service Appointments

Title	Role	Rank	Tech Pay
Flight Data Assistant (FDA)	Flight Planning	Pte +	Nil
Aerodrome	Tower Controller	Cpl +	Tech 4 + Flight Pay
Approach Radar	Radar Control	Sgt +	Tech 6 + Flight Pay
Supervisor	Supervise activities	Lt +	Supervisor pay
Duty ATC Officer (DATCO)	Duty ATC Officer	Sgt +	Min Tech 4 + Flight Pay

+ "and above"

Enlisted personnel receive tech pay 4, i.e. €53.93 per week for personnel with tower qualification and tech pay 6, €134.69 per week for personnel with a radar control qualification.

Table 36. The allowances per annum for Air Corps Officers in Air Traffic Service

Air Traffic Control Allowances	Officers PRSI Class C	Officers PRSI Class A
ATC Assistant	€1,461.00	€1,539
ATC Aerodrome Controller	€2,189.00	€2,307
ATC Aerodrome & Approach Radar Controller	€7,306.00	€7,689
ATC Aerodrome and Approach Radar Controller (two years' experience) and Watch Supervisor	€13,763.00	€14,487

In addition to their controlling duties, appropriately qualified ATS On-the-Job Training Instructors (OJTI) are required to provide live instruction to ATS students. These instructors are Sgt and above and are qualified to instruct students in Tower Control and Radar Control.

Prior to 2010, ATC retirees typically had greater than 10 years' service as controllers. Since 2010, this has reduced with all retirees from July 2016 onwards having less than five year's post-radar experience. The increased turnover of personnel means that there is a greater requirement for training to replace lost skill sets – this includes controller training as well as professional training to carry out associated functions such as safety management, Air Traffic Services (ATS) training systems etc.

Of the current [redacted] ATS personnel [redacted] have more than 10 years' experience, another [redacted] have 7 years' experience, and the remaining [redacted] have less than 4 years' experience. As previously stated, loss of experience can increase risk.

A joint military civil working group is examining service delivery and will make recommendations around the future delivery of ATC for the Air Corps.

Recruitment and Training

Both NCOs and Officers are trained as Aerodrome and Radar air traffic controllers. Officers are required to qualify as Watch Supervisors prior to posting into an ATS appointment which takes a further 12 months. In total, ATC training can take 4 to 5 years, including periods of experiential consolidation and training. This lengthy training period significantly exacerbates the Air Corps' ability to replace experienced controllers who retire.

There are currently 6 students in training the first two are expected to come on line in Q3 2018 with another potential four in Q3 2019, when it is anticipated that ATS will return to full 24/7 operating capability; this assumes there are no additional personnel losses and newly qualified personnel are inducted in the appropriate rank. However, it is anticipated that some of these students may fail ATS training, reducing the number that will become available to conduct ATS duties.

It costs the State between €90,000 and €120,000[12] to fully train an air traffic controller. This includes the cost of selection testing, external training, equipment depreciation and pay & allowances.

[12] The variance in cost depends on if the training is conducted internally or externally.

Table 37. Skills required in Air Traffic Service are:

Title	Role	Rank	Tech Pay	Training	Length of Training
Flight Data Assistant (FDA)	Flight Planning	Pte +	Nil	Flight Data Assistant rating Flight Data Assistant Endorsement (On Job Training)	41.5 hours 40+ hours
Aerodrome Tower Rating	Tower Controller	Cpl+	Tech 4 + Flight Pay	European Common Core Content (ECCC) Phase 1 - Lectures ECCC Phase 2 (Aerodrome Control Instrument rating) - Lectures and Simulator Aerodrome Control Instrument endorsement - (On the job training)	146 hour 260 hours 90+ hours
Approach Radar	Radar Control	Sgt+	Tech 6 + Flight Pay	Approach Control Surveillance (ACS) endorsement (lectures and simulator) Approach Control Surveillance (ACS) endorsement	80 hours 180+ hours
Supervisor	Supervise activities	Lt+	Supervisor pay	Officer with 1 year experience as a qualified radar operator	1 Year
DATCO	Duty ATC Officer	Sgt+	Min Tech 4 + Flight Pay	Duty Air Traffic Control Officer Course Lectures - simulator and on the job training	23.5 hours

Note **a** - Cpl may only be used for limited controlling duties and as such may not be utilised for 24 hour rosters, even though they may be fully qualified.

Service Delivery

The loss of qualified and experienced Air Traffic Controllers (ATC) from the Air Corps in the recent past has resulted in reduced availability of Casement Aerodrome for fixed wing aircraft for an extended period in 2017/18, whilst the Air Corps attempts to regenerate the capability through induction, promotion and training. This is a means of addressing risk.

Previous Actions to Address Retention

In the 1990s officers were compulsorily retained in service to support service provision for 24 hour Search and Rescue operations. Since 2004, the Naval Service and the Air Corps continue to provide support to the Irish Coast Guard in maritime Search and Rescue operations on an "as available" basis in line with a Service Level Agreement which sets out their roles and responsibilities in this regard.

Table 38. ATS Officer Pay Rates

Air Traffic Control Allowances*	Lt	Capt	Comdt	Lt Col
ATC Assistant	€48,839[13]	€62,058	€74,930	€84,950
ATC Aerodrome Controller	€49,607	€62,826	€75,698	€85,718
ATC Aerodrome & Approach Radar Controller	€54,989	€65,249	€81,080	€91,100
ATC Aerodrome and Approach Radar Controller (two years' experience) and Watch Supervisor	€61,789	€75008	€87,880	€97,900

*Figures calculated using highest rate of pay scale includes MSA and Flight pay as well as allowances.

[13] For Example, Lt ATC Assistant is LT Class A, Rate 1, point 6 on pay scale with MSA, flight pay and ATC Assistant Allowance. €41,299 + €1,539 + €4,730 + €1,271 = €48,839

Table 39. ATS Enlisted Personnel Pay Rates

Air Traffic Control Allowances*	Pte	Cpl	Sgt	F/Sgt	RSM
Flight Data Assistant [a]	€36,385	€41,031	€44,342	€51,173	€56,104
Tower Controller [b]		€43,835	€47,146	€53,977	€58,908
Radar Controller [c]			€51,350	€58,181	€63,112

*Figures calculated using highest rate of pay scale pre 2013 entrants.

a - Flight Data Assistant does NOT receive tech pay or flight pay

b - Tower Controller receives tech 4 allowance and flight pay

c- Radar controller receives tech 6 allowance and flight pay

Air Corps Apprentices and Technicians

The Air Corps retains the only Apprenticeship within the Defence Forces to induct train and educate young school leavers to become highly-skilled aircraft technicians. The Air Corps apprenticeship is conducted in the Apprentice School, Baldonnel and takes four (4) years to complete. In line with Independent Monitoring Group (Doyle) recommendations the Air Corps now conducts all 2* and 3* training for apprentices in their first year.

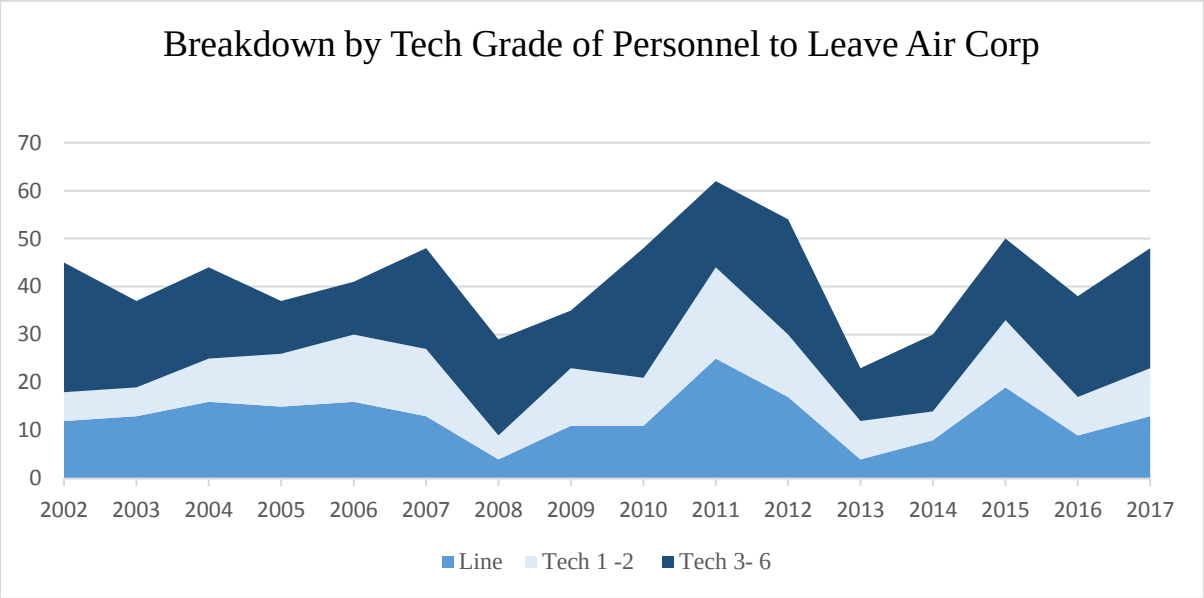
The Air Corps has an Establishment for 322 Aircraft Technicians. There are 42 Air Corps Apprentices in training. As of 8 May 2018 there are [redacted] Aircraft Technician vacancies ([redacted]), which accounts for [redacted] of the Air Corps Aircraft Technician establishment. There are 15 Air Corps Line personnel being held against Aircraft Technician appointments at present (2 x Cpl and 13 Aircrew line), which has the effect of reducing the overall number of vacancies filled to [redacted], however, this does not reflect the actual total Technician vacancy numbers. The level of aircraft technician vacancies (enlisted ranks) in the Air Corps has increased from 84 in February 2014 to [redacted] in May 2018.

The Air Corps expect between 15 and 20 Aircraft Technicians to retire from the Service in 2018. As such Air Corps Aircraft Technician retirements are exceeding the numbers that are qualifying on an annual basis. This lack of experience is now also being seen at the Cpl rank, for example in late 2017 the Air Corps was unable to fill all the available places on a bespoke Potential NCO course (to qualify Aircrew-Private ranks to Corporal). There were not enough Aircrew rank Aircraft Maintenance Technicians with the requisite two (2) years minimum-post qualification experience which they required to apply.

Table 41. Number of Air Corps Enlisted Personnel in Receipt of Tech Pay who left the PDF in the Years 2002 to 2017.

Year	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	Total No. of Exits 2002-2017
TECH PAY 1	1	4	7	4	9	7	3	5	3	11	7	2	4	11	5	6	89
TECH PAY 2	5	2	2	7	5	7	2	7	7	8	6	6	2	3	3	4	76
TECH PAY 3	4	8	2	3		4	4	1	5	4	2	1		4	2	6	50
TECH PAY 4	18	4	9	4	5	10	7	4	10	7	7	5	11	9	5	7	122
TECH PAY 5	2	2	3	1	2	5	7	3		4	7	5	3	2	9	8	63
TECH PAY 6	3	4	5	3	4	2	2	4	12	3	8	-	2	2	5	4	63
TOTAL	41	30	37	30	30	40	31	29	46	41	42	21	24	36	36	35	549

Figure 7


Breakdown by Tech Grade of Personnel to Leave Air Corp
70
60
50
40
30
20
10
0
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
Line
Tech 1 -2
Tech 3- 6

2.3: Naval Service

This section focuses on departure and retention issues in the Naval Service.

Table 42. Departures Naval Service by Rank 2002-2017

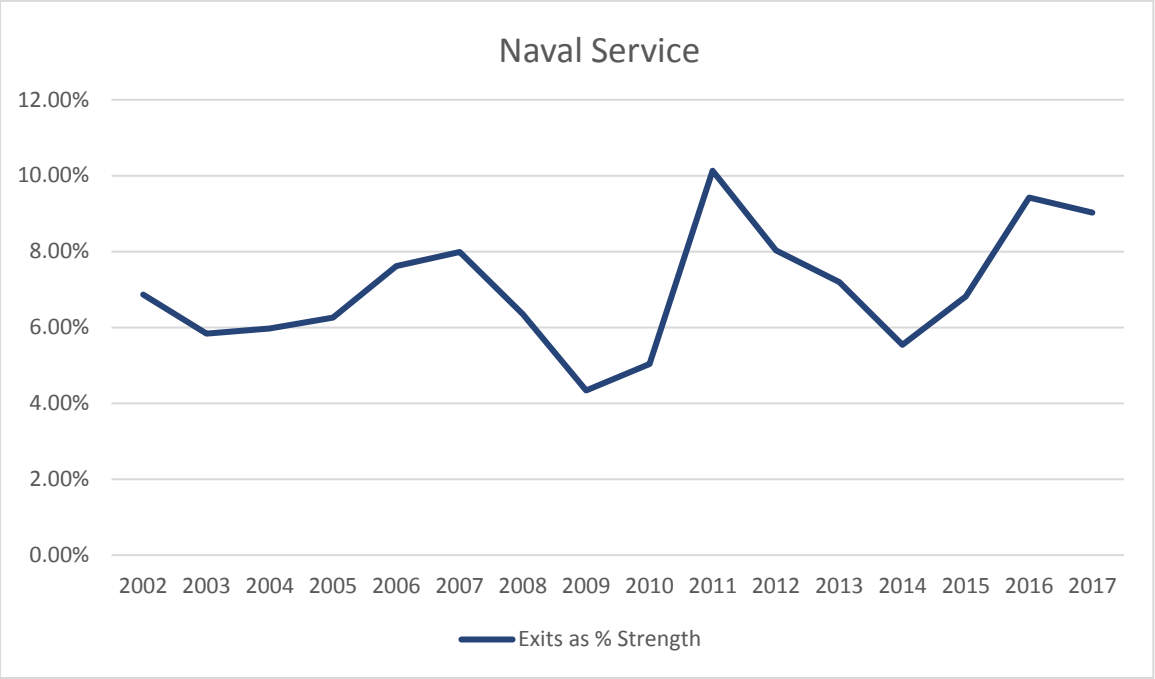
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
COMMODORE	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
CAPT	0	0	0	0	0	0	0	2	0	0	0	0	1	0	0	1
CDR	1	0	1	1	0	1	1	0	3	0	1	0	0	0	1	2
LT CDR	1	3	2	0	3	4	4	4	0	4	2	4	4	1	3	2
LT	0	1	0	0	1	1	2	0	1	2	0	4	4	6	1	0
S/LT	3	1	2	2	0	1	0	0	0	2	1	0	5	2	0	3
ENS	1	0	0	1	2	0	0	1	0	0	0	0	0	0	0	0
TOTAL OFFICERS	**7**	**5**	**5**	**4**	**6**	**7**	**7**	**7**	**5**	**8**	**4**	**8**	**14**	**9**	**5**	**9**
W/O	1	0	0	2	1	1	1	2	0	1	0	0	0	0	1	2
SCPO	0	0	1	0	0	0	0	1	1	2	0	0	1	0	0	1
CPO	1	3	3	1	5	8	4	7	9	10	9	6	6	8	10	3
SPO	0	1	0	1	1	1	0	0	1	4	2	1	0	1	1	0
P/O	10	5	7	7	10	13	17	10	10	19	18	14	6	8	19	9
L/S	2	2	4	8	4	5	4	2	3	8	11	6	1	8	6	10
A/S	19	15	18	16	22	18	13	6	16	36	19	21	12	22	31	28
TOTAL ENLISTED	**33**	**26**	**33**	**35**	**43**	**46**	**39**	**28**	**40**	**80**	**59**	**48**	**26**	**47**	**68**	**53**
CADET	2	2	4	4	6	2	0	0	2	3	3	1	3	3	3	3
O/S	12	11	7	13	13	20	12	7	4	7	10	10	12	11	21	15
APPRENTICE	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RECRUIT	15	18	16	10	14	11	10	3	1	3	9	7	4	4	6	16
IN TRAINING TOTAL	**31**	**32**	**27**	**27**	**33**	**33**	**22**	**10**	**7**	**13**	**22**	**18**	**19**	**18**	**30**	**34**
TOTAL LEFT	**71**	**63**	**65**	**66**	**82**	**86**	**68**	**45**	**52**	**101**	**85**	**74**	**59**	**74**	**103**	**96**

Table 43. Departures All Ranks (Naval Service) 2002-2017

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total Strength	1,034	1,079	1,088	1,055	1,076	1,077	1,070	1,037	1,032	997	1,058	1,028	1,064	1,086	1,093	1,064
							68	45	52	101	85	74	59	74	103	96
Exits as % Strength	6.87%	5.84%	5.97%	6.26%	7.62%	7.99%	6.36%	4.34%	5.04%	10.13%	8.03%	7.20%	5.55%	6.81%	9.42%	9.02%
Strength Officers	136	139	156	163	158	159	160	164	161	158	162	161	157	151	151	175
							7	7	5	8	4	8	14	9	5	9
Exits Officers as % Officer Strength	5.15%	3.60%	3.21%	2.45%	3.80%	4.40%	4.38%	4.27%	3.11%	5.06%	2.47%	4.97%	8.92%	5.96%	3.31%	5.14%
Strength Enlisted	898	940	932	892	918	918	897	854	853	824	879	852	895	920	915	865
							39	28	40	80	59	48	26	47	68	53
Exits Enlisted as % Enlisted Strength	7.13%	6.17%	6.44%	6.95%	8.28%	8.61%	4.35%	3.28%	4.69%	9.71%	6.71%	5.63%	2.91%	5.11%	7.43%	6.13%

Overall % of Strength figure is calculated by dividing the total number left (including those in training) by the strength as on 31 December of each year.

Figure 8



Naval Service

The Naval Service has an establishment of 1094 personnel, of whom approx. [redacted] are attached to the fleet of eight ships (posted as crew) for a period, typically, of two years. The fleet follows an annual Patrol Plan, alternating periods at sea with periods of maintenance and replenishment. Days at sea scheduled for each ship, each year amount to no more than 200 days, divided into four week patrols.

As of 20 April 2018, the Naval Service strength v establishment stands at 1031 v 1094. Of this strength figure, 234 are in the Naval College on training courses. These numbers are considered part of the operational strength of the Service, but they are not available for sea going duties when on courses required to provide them with the skills and capabilities to operate in the variety of roles required of the Naval Service. This is a long-standing practice.

The overall number of personnel leaving the Naval Service over the period 1998-2017 is set out in the table above.

In the Engineering Branch of the Naval Service the number of officers leaving has increased from 6 in the period 2007-2011 to 13 in 2013-2017. The loss of these officers has decreased the pool of available qualified junior officers (both Operations and Engineering Branch) to rotate to seagoing appointments. This has a resultant impact on the workload for the remaining

personnel and consequentially due to increased numbers of Sub-Lts and Lts departing the Naval Service in the years 2013 to 2017, work life balance is affected for those remaining with increased rotations to seagoing appointments. These are key junior officers who perform a range of operations and technical roles at sea and ashore in Naval Service HQ.

Table 44. Breakdown of Naval Officers Leaving 2007 to 2017

	Operations	Electrical Engineer	Marine Engineer	Other*	Total
2007	6	-	-	1	7
2008	5	1	1	-	7
2009	5	-	2	-	7
2010	4	-	1	-	5
2011	5	-	2	1	8
2012	3	-	-	1	4
2013	5	-	3	-	8
2014	7	2	5	-	14
2015	5	1	3	-	9
2016	4	-	1	-	5
2017	7	1	1	-	9
Total	**56**	**5**	**19**	**3**	**83**

*Other includes Medical and Admin Stream**.**

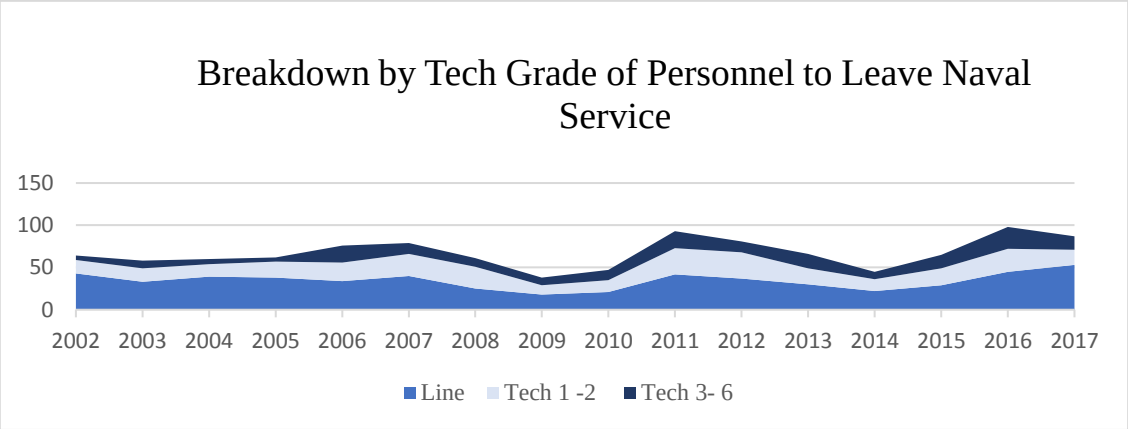
The following table shows the numbers of Naval Service Enlisted personnel in receipt of Technical Pay who departed the PDF in the years 2002 to 2017.

Table 45. Naval Service Personnel in Receipt of Tech Pay Exits 2002-2017

Year	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	Total No. of Exits 2002-2017
TECH PAY 1	6	4	3	4	3	11	3	6	3	12	14	4	2	6	7	4	92
TECH PAY 2	10	12	12	15	19	15	23	5	11	19	17	15	12	14	20	14	233
TECH PAY 3	2	2	1	-	2	-	1	1	2	4	3	2	4	3	7	3	37
TECH PAY 4	1	1	-	-	1	-	-	2	2	3	1	-	2	-	4	-	17
TECH PAY 5	2	5	5	5	10	11	5	4	2	6	5	3	1	3	5	7	79
TECH PAY 6	-	1	-	-	7	2	4	2	6	7	4	12	2	10	10	6	73
TOTAL	**21**	**25**	**21**	**24**	**42**	**39**	**36**	**20**	**26**	**51**	**44**	**36**	**23**	**36**	**53**	**34**	**531**

The data indicates that there has been an increase in the number of personnel in receipt of Technical Pay Grade 6 who have departed the Naval Service since 2013. These include Radar Technicians and Engine Room Artificer technicians.

Figure 9



Naval Service General Retention

The main retention pressure point is at Able Seaman (Three Star Private Grade) and Ordinary Rating rank level, although it does impact across all ranks and in both the Operations and Support Branches of the Service. There is a significant difficulty in retaining personnel at two critical junctions; post passing out from recruit training (before being posted to sea) and on completion of their first sea rotation. However there may be a change in trends as because at 20 April 2018 the Naval Service has processed 26 Discharges in 2018 with an additional 23 personnel of pre-discharge leave.

Table 45.1 Naval Service Discharges Data

NS Discharges Jan-Apr 2018

Rank	Total
Recruit	2
O/Sea	2
A/Rate	17
L/Hand	2
PO	3
Total	**26**

NS Discharges in Progress

Rank	Total
O/Sea	4
A/Rate	9
TT	1
L/Hand	2
PO	2
SPO	2
SCPO	2
CDT	1
TOTAL	**23**

While personnel can be replaced by recruits, the experience they have built up is lost to the Defence Forces when they retire. When a sailor with 5 or 12 years' experience leaves, the recruit inducted to replace them will not develop the same level of experience or competence for another 5-12 years.

The Naval Service minimises the operational impact of personnel shortages and has maintained ships patrol rosters. However, there have been reductions in certain operational capacity. For example:

- Reducing the strength of a ship's Watchkeepers to two to facilitate leave periods and training courses.
- Restrictions on a ship's Communications Office operating hours to 0800hrs- 2000hrs from the normal listening watch of 0800-2359hrs, due to having only two Communications Operatives.

2.4: Retention Issues

The falloff in numbers due to lower levels of recruitment in 2013 and 2014 allied with ongoing departure rates, has reduced the strength versus establishment of the PDF. This in turn has led to an increased training overhead which, due to the loss of trainees, is not yielding optimal results. It is also placing an additional burden on personnel within Units as outputs continue to be delivered within reduced personnel resources. The military authorities believe that this has led to dissatisfaction with work-life balance and makes alternative careers more attractive.

The training overhead in terms of Defence Forces personnel has increased. For cadets to be educated and commissioned as officers there is a dedicated staff of thirty (30) personnel posted to the Cadet School. This staff can train two classes of cadets whilst in training, at their maximum this is 200 cadets for less than a four-month period from October to January each year.

In 2017, the Defence Forces inducted 651 General Service recruits. Recruits are trained in platoons of maximum forty-eight at a time. This required the Defence Forces to train fourteen (14) Recruit Platoons at various barrack locations across the Defence Forces. Each platoon requires a dedicated staff of seventeen (17) training and administrative personnel to bring them from recruit to Three Star Private level, which takes up to 26 weeks. This is a total of 238 Defence Forces training and administrative personnel to meet this level of demand, this is 3.3% of the Army establishment. For this 26-week period these training and administrative staff are limited in the amount of leave and continuous professional development they can avail of. However, it must be recognised that the long term trend for training of General Service recruits is in the order of 500 to 550 and it is the marginal additional training that must be considered.

The Defence Forces continue to deliver all roles assigned by Government although there has been some reduction in availability, most noticeably in the Air Corps.

2.5: Initiatives to enhance retention

General Service Retention:

The Department of Defence and the Defence Forces have initiated a project under the ambit of the implementation of the 2015 White Paper on Defence to look at the contractual terms and conditions for enlisted personnel.

The Defence Forces has implemented a range of initiatives to minimise the impacts of travel away from personnel's home units/addresses. Family Friendly policies have been instituted in line with a focus on improving the work-life balance of serving personnel:

a) A range of 'harmony' measures are being explored and implemented including 'hot desking' for certain enlisted and commissioned personnel who have been posted away from their home address. In certain non-command appointments such personnel can work several days a month in a military location closer to home.
b) A number of family friendly overseas appointments for commissioned and enlisted personnel have been introduced where the normal 6-month tour of duty can be 'shared' with another member of the Defence Forces resulting in a 3-month deployment.
c) A renewed focus on members whose spouse/partner is also in the Defence Forces and how the Defence Forces can assist them when their spouse/partner is deployed away from home. This includes no 24-hour duties whilst partners/spouses are deployed overseas or for two (2) years for a mother after the birth of a child.

Air Corps Pilots

The Public Service Pay Commission is currently considering recruitment and retention issues in respect of air corps pilots.

Air Corps Air Traffic Controllers:

A joint civil/military Working Group is currently sitting in order to propose courses of action for the future guaranteed provision of Air Traffic Control services in Baldonnel. However, this Working Group will focus on training and staffing matters as opposed to financial remuneration issues.

Air Corps Apprentices

The Air Corps has addressed two specific initiatives to enhance the profile of the apprenticeship offered through EASA 147 recognition; as well as the award of a third level degree (Level 7) awarded at the end of training. As a result, the Air Corps now offer the highest and broadest aircraft maintenance technicians course in Ireland.

The Air Corps has also planned to develop an association for Air Corps apprentices with Engineers Ireland via Dublin Institute of Technology (DIT). Both these initiatives are planned for roll out in mid-2018.

Naval Service Operations, Mechanical and Electrical Engineer Officers:

Naval Service HR analysis indicates that Operations SOPHIA & Operation PONTUS (European Union Humanitarian missions in the Mediterranean) are recognised as the most successful recruitment and retention enablers, available to the Naval Service at this time. This has resulted in increased job satisfaction and is the primary opportunity for Naval Service personnel to receive additional remuneration through overseas allowances. The 2017 Recruitment Campaign featured footage of Operation PONTUS prominently. There has been enhanced overseas opportunities with land-based missions with recent overseas units including Naval Service and Air Corps personnel embedded in the units.

The Naval Service has introduced a mentoring programme for Direct Entry Officers to assist their integration and retention within the service and to avoid speedy exits as occurred with some inductions during 2017.

The Naval Service has examined Officer Retention solutions in the last number of years. They have identified a number of initiatives within the control of the Naval Service to promote retention including in the areas of performance and career management.

The Naval Service are examining Family Friendly policies to find mechanisms to improve work-life balance around sea rotations.

Corp of Engineers Officers

In March 2018 a Corp of Engineers (COE) suitability board interviewed three (3) Lieutenant candidates who made application to transfer to the COE from other non-technical Army Units. All three (3) were found suitable by the board and will soon be posted to the COE, where they will undergo the COE Young Officer's Course to qualify them as Military Engineers. On successful completion of the course this will increase the Eng. Lieutenant strength to five (5); therefore, only [redacted] vacancy will exist at Lieutenant rank by 2019 (based on current strength figures).

In addition, there are also three (3) Engineer Cadets currently in training, they are scheduled for commissioning in January 2019, and will then undergo the next available COE Young Officer's Course.

Part III - Other Matters

3.1: Details of exit interviews and reasons for exits from the Defence Forces

The Defence Forces Climate Survey was commissioned on foot of a recommendation contained in the third and most recent Report of the Independent Monitoring Group (IMG), which was established to oversee the implementation of recommendations relating to harassment, bullying, discrimination and sexual harassment within the Defence Forces. Follow up work to the initial findings in the Survey was conducted by the University of Limerick researchers via focus groups. The focus group report further explored the issues raised in the original survey. These reports are available on the Department of Defence website.

The comments quoted therein cover a wide range of issues relating to human resources management. These include pay and conditions (particularly pay for the lowest paid members of the Defence Forces), vacancies, recruitment and retention, promotion systems, performance management, leadership, culture, morale, stress and work-life balance.

Exit interviews conducted by the Defence Forces Occupational Psychologist and Exit Surveys completed by officers prematurely retiring/resigning provide qualitative data on retention difficulties for line (i.e. non-technical) Army Officers.

Surveys conducted by the Defence Forces with Army Officers who retired in 2017 have highlighted several reasons for leaving the Defence Forces including remuneration; increased workloads associated with officer shortages; impact of the 2012 re-organisation on the Defence Forces, posting to locations at greater distances from their home addresses than before. Survey comments indicate this has resulted in additional significant financial cost and work-life balance challenges. The resultant pressures and dissatisfaction of all of the above may have incentivised the decision to leave the Defence Forces or at least made it easier.

Since November 2016, the Defence Forces HR Branch has maintained a record of enlisted personnel who discharge by purchase and the reason they specify on the relevant document. These individuals must pay a specified monetary amount to exit the organisation as they are within their contract or have received specialist training and wish to break a service undertaking. The table below illustrates the individual reason given for discharge or the future employment of the exiting member.

Enlisted personnel at the rank of Private leave the Defence Forces for a variety of reasons, some of which are not related to pay, for example, not everyone is suitable for the demands that military life places on them. However, the remuneration of personnel has consistently been raised as a key reason for personnel voluntarily retiring.

Table 46. Enlisted personnel who discharged by purchase in 2017

Reason for Leaving Specified/Future Employment	Number
An Garda Síochána	13
Apprenticeship	11
At his Own Request	1
Civilian Employment	65
Conditions and Low Pay	14
Cost of Travel	1
Discharge by Purchase	25
Dublin Fire Brigade	3
Conditions at Sea	7
Emigrating	8
Family and Personal Reason	9
Further Education	10
TOTAL	**167**

3.2 Defence Forces Pay:

A system of conciliation and arbitration is in place for the Defence Forces together with the establishment of representative associations for enlisted personnel and officers up to and including the rank of Colonel.

Changes in rates of pay have been made in accordance with the general round and local bargaining provisions of the national pay agreements.

Similar to all areas of the public service, the pay and allowances of members of the Permanent Defence Force was reduced during the financial crisis. The reductions in pay were subject to the same rates as other public servants on similar pay scales. In line with all other areas of the public service, Defence Forces' pay is increasing in line with recent public sector pay agreements.

Current rates of pay and allowances for Officers and enlisted personnel with effect from 1 October 2018 are available on the Department of Defence website, https://www.defence.ie/rates-pay-and-allowances-permanent-defence-forces

Adjustments to Defence Forces pay from 2010 to present is located at Appendix N.

Military Service Allowance (MSA)

The Defence Forces have a number of allowances in addition to basic salary. Defence Force personnel's pensionable earnings are comprised of 92% pay and 8% in allowances, of which Military Service Allowance (MSA) and other allowances affect the vast majority of DF personnel.

Unlike other areas of the Public Service and due to the nature of the duties performed, overtime or shift allowance are not available to members of the Defence Forces. In its place a Military Service Allowance (MSA) is paid to all ranks up to the level of Colonel.

MSA was introduced in 1979, for all ranks up to and including Captain. It was subsequently extended to Commandants in 1989. It was extended to all officers up to and including the rank of Colonel on foot of a recommendation of the Gleeson Commission in 1990.

It is intended to compensate Defence Forces Personnel (up to and including the rank of Colonel) for the unique conditions and special disadvantages of military life, including the

following: Liability for duty 24 hours a day, 7 days a week; Requirement to serve for a fixed term of engagement; Restrictions on personal liberty as a result of the code of military discipline; risk of personal danger / loss of life; bad and uncomfortable conditions; and personal responsibility for use of lethal weapons.

MSA is a sector-specific allowance and is paid to all members of the Defence Forces, up to and including the rank of Colonel.

Table 47. Weekly Military Service Allowances

	Rates 2018 PRSI (Class A)	**Rates 2018 PRSI (Class C)**
Lt Col & higher	€94.50	€89.71
Commandant	€96.20	€91.36
Captain & Lower	€90.64	€86.14

	Post 2013	**Pre 2013**
Senior NCO	€129.33	€122.87
Private, Cpl & Sgt	€121.51	€115.43
Pte Less 3-year service	€43.76	€41.57

All Private Grades with less than three years' service do not receive the full rate of MSA in that period. As shown in the table above a Pte with less than three years' service receives €41.75, a Pte with more than three years' service receives €115.43. These personnel are required to perform the majority of security duties that also attract allowances. Security duty allowances were reduced as part of the pay agreements.

Air Corps Apprentices do not receive any MSA allowance until they complete their 4th year of training. On promotion to Private they are placed on the reduced rate of MSA for a further three (3) years in line with general service recruits outlined above.

Other Allowances

In addition to basic pay a range of duties attract additional allowances, including Security Duty Allowance and Naval Service Patrol Duty Allowance. Overseas Peace Support Allowance is paid to members of the Permanent Defence Force participating in overseas military operations on direction of the Government.

Military Allowances fall into three main categories:

a) Payments in the nature of pay, including payments for duties and deployments (including overseas deployments);
b) Payments in respect of skills required in the Defence Forces, i.e., specialist posts; and
c) Payments in respect of reimbursement type expenditure, e.g. travel, overseas financial support packages, etc.

Over the past ten years the three principal allowances available to the majority of DF personnel (MSA, Overseas Peace Support and Security Duty Allowance (SDA)) have been reduced in line with national pay agreements. Other allowances such as Flying Pay and Patrol Duty Allowance are payable to members of the Air Corps and Naval Service respectively and were reduced in line with other allowances.

In addition to reductions in pay, certain allowances in the Defence Sector were reduced by a further 10% in the Haddington Road Agreement 2013.

Security Duty Allowance

Security Duty Allowance (SDA) was sanctioned in May 1974 and paid to military personnel because of the significant increase in the incidents of duties being undertaken by members of the Defence Force, particularly duties in aid to the civil power. It is paid to all ranks up to and including the rank of Commandant.

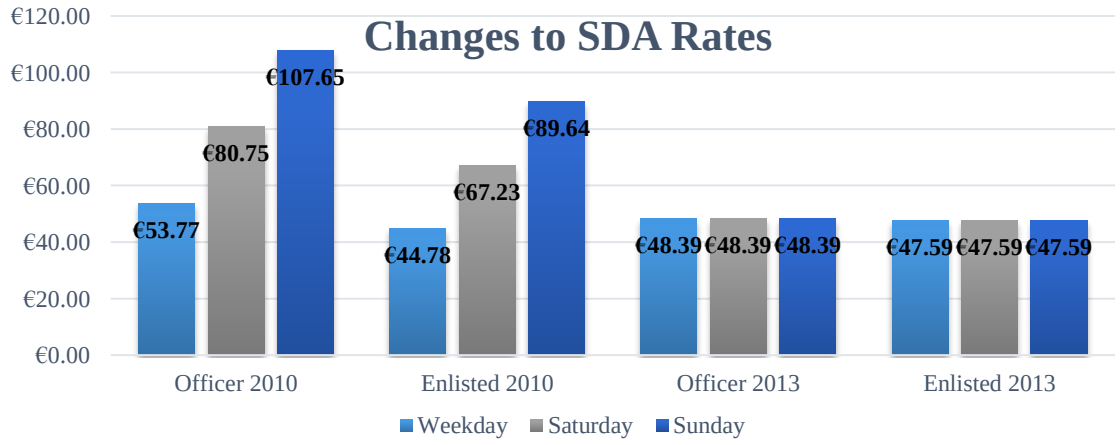
This allowance is received by personnel who complete a duty that is either less than 24 hours or 24 hours in duration. On average members of the Defence Force do a minimum of one a month, however, personnel can be on duty for a week at a time depending on the procedure within each barracks. Private grades will often do more than one security related duty in a

month. Defence Force personnel who perform 24 hour duties are often awake for the entire 24-hour duty period.

Under Appendix 2 of the Public Service Stability Agreement 2013-2016 (Haddington Road Agreement), contained in the Defence sector Collective Agreement, certain allowances were reduced by 10%, including SDA. In addition, SDA was also flat rated, that is the standard Monday to Friday rate was to be payable for such duties carried out on a Saturday or Sunday.

The current rates of SDA (for 24-hour duty) for personnel are shown in the figure below; there are different rates of SDA for Enlisted Personnel and Officers based on their roles and level of responsibility. SDA rates for duties of less than 24 hours are €23.81 for Enlisted Personnel and €24.23 for officers.

Table 48. Security Duty Allowance for 24 Hour Duty



3.3: Military Pensions

Members of the Permanent Defence Force are eligible for fast-accrual pensions based on pre-determined compulsory retirement ages, which are much earlier than the current statutory limits. This is determined by operational and HR policies that are internationally accepted. Military compulsory retirement age ranges from 50-56 for Single Scheme enlisted personnel depending on rank and *de facto*, from age 58 to 63 for commissioned officers, again depending on rank. Some years before the introduction of the Single Pension Scheme on 1 January 2013, the Department of Defence had put sectoral pension agreements in place with the representative associations for officers (RACO) and for enlisted ranks (PDFORRA) in respect of PDF personnel serving at the time. These two sectoral agreements included specific provision for supplementary pensions, subject to the standard public service rules and conditions, in the case of military officers who joined the PDF from 6 April 1995, as well as enlisted ranks who joined from 1 April 2004. The essential purpose of the supplementary pension is to make up the shortfall in total pension that may arise on reaching retirement age before the State pension age of 66 (rising to 68 in 2028).

The Public Service Pensions (Single Scheme and Other Provisions) Act 2012, retains "fast accrual" pension terms for groups such as Permanent Defence Force personnel, however there is no provision at all for a supplementary pension component for personnel who entered service from 1 January 2013. Previous pension schemes ensured that the majority of personnel remained in service from between 12 to 21 years. The introduction of the Single Pension Scheme, along with contractual timelines for enlisted personnel and mandatory retirement ages for Officers; it has been suggested that personnel are looking at alternative employment options earlier in their career timeline. For example, new enlisted entrants now face the prospect of having to retire on age grounds at the age of 50 and will not be entitled to receive their average-career-earnings pension until the age of 68. They would be required to apply for Unemployment Benefit Payment as their sole income stream. A brief summary of the changes in Defence Force superannuation arrangements since 2004 is attached at Appendix E.

The long-term implications of this policy on recruitment and retention in the Defence Force will become more readily apparent in the coming years.

The Permanent Defence Force Representative Associations and Military Management are of the view that the attractiveness of both joining the Defence Forces and having a continuing career in the Defence Forces is diminishing as a result of the elimination of supplementary pensions for personnel who joined post 1st January 2013.

Part IV - Civilian Employees, Department of Defence

4.1 Background

The Department of Defence employs civilian/state industrial employees at various military installations throughout the country. These employees are employed under section 30 of the Defence Act 1954 as amended. A number of other Government Departments and Agencies including the Office of Public Works, Department of Agriculture, National Gallery of Ireland and Waterways Ireland also employ such staff.

The main purpose of Defence staff is to support the upkeep and maintenance of military infrastructure and equipment. The grades employed are spread across a wide spectrum and include Craftsmen (Electricians, Carpenters, Plumbers, Fitters, Welders etc.), services (general operatives), administrative (Clerks, Storekeepers), healthcare professionals (Social Workers, Physiotherapists, Pharmacists) and other specialist grades (Archivists, Aircraft Inspector/Instructor, Technicians, Quantity Surveyors, Draughtsmen).

The number of civilian employees with the Department of Defence for the years 1998 -2017 is shown in Appendix G. At present the number of civilian employees stands at 469.

Support Services

HR support services for civilian/state industrial employees are provided in house by the Department of Defence. These services range from the initial recruitment stage, ongoing support (payroll, administration of leave, internal promotions etc.) through to retirement. In terms of superannuation entitlements for retiring personnel the Department is a delegated body for the administration of the relevant superannuation scheme.

4.2 Recruitment – Civilian Employees

Recruitment of civilian/state industrial employees is carried out directly by the Department. When vacancies are being filled the posts are advertised in the national newspapers, on the Department's website and on Intro/Jobs Ireland (through the Department of Employment Affairs and Social Protection). In certain cases posts are also advertised in a circulation relevant to the grade being recruited e.g. vacancies for Quantity Surveyors are advertised in the Society of Irish Chartered Surveyors publication whilst vacancies for Social Workers are advertised in the Irish Association of Social Workers publication.

Recruitment Specifics

Recruitment is an ongoing process though between the years 2010 to 2013 during the downturn in the economy only a small number of key vacancies were filled. These are set out at Appendix H.

Following the lifting of the embargo on recruitment to the Public Service the recruitment of civilian employees has intensified. Between 2014 and 2017 fifty six (56) civilian employees were recruited. Details of the competitions including the number of applicants, the number interviewed, the number placed on panels, the number appointed and the number of refusals where pay was a factor are set out at Appendix I. In recent times there has been a particular difficulty in attracting certain grades with the level of pay on offer being a factor in many cases. Two competitions for Clinical Psychologist over the last two years failed to source a candidate. Difficulties have also arisen in attracting Physiotherapists, Grade 1 Quantity Surveyors (QS), Storekeepers, General Operatives and Senior Clerk of Works with many refusing offers of appointment indicating the level of pay on offer as being a factor.

A recently appointed Crane Driver in the Naval Dockyard has also left the service. A competition for Crane Drivers in 2016 attracted only limited interest and no panel is available to fil the current vacancy.

Outsourcing/Agency Staff

From time to time the Department engages outside service providers where there are staff shortages. In this regard in the recent past in the absence of being able to recruit a Clinical Psychologist the service has been provided through an Agency. The cost of providing this service through the Agency for the years 2016 and 2017 is set out at Appendix J. Outsourcing of Physiotherapy services has also been put in place recently because of the difficulties in filling a vacancy which arose in Athlone following the departure of a recently appointed Physiotherapist. Despite an existing panel being in place the Department was unable to attract a replacement. Since then a further Physiotherapist (again recently appointed) has left the service in Dublin and arrangements are now being made to outsource/engage the services of an Agency in that case as well.

Prior to the recruitment of Physiotherapists in 2016 the service was outsourced. The costs incurred in outsourcing are set out in Appendix K together with the cost of salaries paid to

Physiotherapists employed since 2016. There has been a notable drop in outsourced costs since the provision of this service in house.

Apprentices

Five apprentices were recruited to the Naval Service in 2016. Because of the large number of applications received the Naval Service authorities held an open day in the Naval Base for applicants to enable them to get a better understanding of the organisation. This proved very successful and enabled Naval Service authorities to use resources in a more efficient manner. It is anticipated that a small number of apprentices will be recruited to the Naval Service in 2018.

Current vacancies/future plans

The military authorities have identified 167 priority civilian employee vacancies to be filled and progress has been made in the filling of some of these posts. However because of the recent embargo on recruitment to the public service as well as the age profile of the civilian workforce (319 staff have left employment over the last seven years) there has been a significant drop in overall numbers and there remains many pressure points within the organisation.

4.3 Turnover

Turnover is not a major issue with civilian/state industrial workforce. Retirement age is 65 with an option to extend to 66. The majority of staff remain until aged 66, of the 319 employees that left employment between 2011 and 2017 just 13 were for reasons other than age/ill health/VER scheme/death in service. A breakdown of Leavers by Category is attached at Appendix L.

4.4 Sick Leave Statistics

The number of sick leave days taken and the average per employee is set out in Appendix M. There was a consistent reduction in the number of days and the average per employee during the years 2013 to 2016. However the average has increased for 2017.

4.5 Impediments to Recruitment

Over the recent past a recurring theme in attracting civilian employees has been:

1. <u>Starting Pay on Recruitment from Open Competitions</u>
    a. In 2010, the Government decided that starting pay on recruitment from open competitions for all posts within the public service (e.g. civil service, defence

sector, Garda Síochána, prison sector, local government sector, health sector, education sector, non-commercial State bodies and agencies etc.), should be at the minimum of the relevant salary scale. This applies to appointees coming from the private and public sectors.

b. In 2015, the Department of Public Expenditure and Reform advised that in cases where an appointee is serving elsewhere in the public service in an analogous grade and pay-scale, the appointment may be made at the appointee's current point of scale.

The rules being applied to applicants coming from the private sector has led to difficulties for the Department of Defence in recent recruitment competitions, especially for specialist grades. Because of the specialist nature of some posts, experience in the particular area is essential. However, if coming from the private sector candidates can only be placed on the first point of the pay scale whereas if coming from another area of the public service candidates can be placed on the corresponding point of the pay scale they are currently on. This has led to situations where two candidates with similar experience but with one coming from the private sector and one from the public sector being placed on different points of the pay scale at the same time. The situation has also led to many applicants with private sector experience querying why their experience, though an essential requirement, cannot be rewarded with a higher point on the salary scale – this is a constant theme in all competitions where applicants are coming from the private sector.

The table at Appendix I indicates where there has been a refusal of an offer of appointment, where the candidate has indicated the level of pay on offer or pension abatement as being a factor. In some cases the potential appointees have indicated that the remuneration package on offer in a semi-state or private sector employment is more attractive as there is no pension abatement.

2. Introduction of additional points on salary scale

The introduction in 2013 of two additional pay points at the beginning of salary scales is considered to be a factor in attracting potential employees.

3. Abatement of Pension

Some civilian employee posts are highly specialised (Marine Fitters, Military Aircraft Inspector/Instructors, Armament Artificers, etc.) and previous military experience, though not essential, is an advantage to the Defence organisation. Because of the unique nature of these posts the selection pool is limited and they invariably attract serving/retiring/retired members of the Defence Forces. However experience has shown in recent competitions that the abatement of the (military) service pension on taking up a civilian role has had an impact with many applicants seeking clarity on the abatement issue. Others have not accepted offers of appointment because of the impact on their service pension.

In the case of some specialist grades where personnel are former members of the Defence Forces full abatement is in place. In the case of others partial abatement is in place. Some personnel are not working overtime (which is essential in some areas because of the unique nature of the Defence Forces work and the requirement to be operationally ready at all times e.g. availability of Naval Service Vessels). This is because any additional remuneration earned further abates the service pension. This situation is impacting on the ability to provide a quick turnaround service in certain areas.

Whilst there is provision under Section 52 (4) of the Public Service Pensions (Single Scheme and Other Provisions) Act 2012 to grant a waiver of the abatement, the granting of such a waiver is purely at the discretion of the Minister for Public Expenditure and Reform and is only done so in very exceptional circumstances.

At present six civilian employees with the Department have their service pensions abated with another approx. eight employees on the borderline i.e. should their earnings by way of overtime etc., increase their pensions would also be subject to abatement.

Appendix A: Defence Force Establishment – (From 2012 onwards)

Table A.1

Rank	Army	Air Corp	Naval Service	Total Defence Forces
Lt Gen	1			1
Maj Gen	2			2
Brig Gen	6	1	1	8
Col	34	3	2	39
Lt Col	110	14	13	137
Comdt	257	36	45	338
Capt	306	65	81	452
Lt	167	48	41	256
Total Officers	**883**	**167**	**183**	**1,233**
Enlisted Ranks				
BSM	29	8	6	43
BQ	32	4	7	43
CS	115	56	75	246
CQMS	169	14	15	198
Sgt	973	131	226	1,330
Cpl	1,438	183	180	1,801
Total NCO	**2,756**	**396**	**509**	**3,661**
Pte	3,880	324	402	4,606
Total	**7,519**	**887**	**1,094**	**9,500**

Appendix B: Defence Forces Military Ranks

Table B.1

Service	Officer Ranks	Enlisted Personnel Ranks
Army	Cadet Second Lieutenant [2/Lt] Lieutenant [Lt] Captain [Capt] Commandant [Comdt]] Lieutenant Colonel [Lt Col] Colonel [Col] Brigadier General [Brig Gen] Major General [Maj Gen] Lieutenant General [Lt Gen]	Recruit 2 Star [Pte 2*] 3 Star [Pte 3*] Corporal [Cpl] Sergeant [Sgt Company Quartermaster Sergeant [CQMS] Company Sergeant [CS] Battalion Quartermaster Sergeant [BQMS] Battalion Sergeant Major [BSM]
Naval Service	Cadet Ensign [ENS] Sub Lieutenant [Sub Lt] Lieutenant (NS) [Lt] Lieutenant Commander [Lt Cdr] Commander [Cdr] Captain [Capt] Commodore [Comod] Rear Admiral [RADM] Vice Admiral [VADM]	Recruit Ordinary Seaman [OS] Able Seaman [AS] Leading Seaman [LS] Petty Officer [PO] Senior Petty Officer [SPO] Chief Petty Officer [CPO] Senior Chief Petty Officer [SCPO] Warrant Officer [WO]
Air Corps	Cadet Second Lieutenant [2/Lt] Lieutenant [Lt] Captain [Capt] Commandant [Comdt]] Lieutenant Colonel [Lt Col] Colonel [Col] Brigadier General [Brig Gen]	Apprentice 2 Star [Armn/Arwn 2*] 3 Star [Armn/Arwn 3*] Corporal [Cpl] Sergeant [Sgt Flight Quartermaster Sergeant [FQMS] Flight Sergeant [F/Sgt] Regimental Quartermaster Sergeant [RQMS] Regimental Sergeant Major [RSM]

Appendix C: PDF Competitions, Appointments and Applicant Resilience 2007-2017

Table C.1

Year	Category	Number of Applications	Number of first stage attendees	Did not meet requirements [14]	Disengaged/ Failed[15]	Withdrew[16]	Commenced training	Dropped out During training
2007	General Service	2,221					546	151
2007	Cadets	1,231	327 (1st Interview)	43	-	0	48	7
2007	Direct Entry Medical Officers (2007 - 2011 rolling comp)	46	12	25	0	9	5	-
2007	Direct Entry Enlisted AC APP	96	81	15	0	0	30	4
2007	DFSM						4	
2007	Total	3,594	420	83	0	0	633	162

[14] Did not meet requirements- applicants who did not meet the minimum entry requirements- i.e. on age grounds, nationality, duplicate applicants.

[15] Disengaged/ Failed - includes applicants who were not successful at any stage of the competition (psychometric testing, fitness, interview, medical, security) plus those that that did not engage with the competition and were removed from the competition by J1.

[16] Withdrew- includes applicants who expressly request to be withdrawn from the competition to J1, either by email or phone.

Table C.2

Year	Category	Number of Applications	Number of first stage attendees	Did not meet requirements [17]	Disengaged/ Failed[18]	Withdrew	Commenced training	Dropped out During training
2008	General Service	5,466	Not recorded	-	-	-	480	149
2008	Cadets	1,009	-	-	-	-	40	2
2008	Direct Entry Medical Officers	44	10	-	-	-	3	-
2008	Direct Entry Enlisted AC app	612	-	-	-	-	1	--
2008	Instrumentalist	-	-	-	-	-	1	-
2008	Total	7,131	10	-	-	-	525	151

[17] Did not meet requirements- applicants who did not meet the minimum entry requirements- i.e. on age grounds, nationality, duplicate applicants.

[18] Disengaged/ Failed - includes applicants who were not successful at any stage of the competition (psychometric testing, fitness, interview, medical, security) plus those that that did not engage with the competition and were removed from the competition by J1.

Table C.3

Year	Category	Number of Applications	Number of first stage attendees	Did not meet requirements [19]	Disengaged/ Failed[20]	Withdrew	Commenced training	Dropped out During training
2009	General Service	NO COMP	-	--		-	1	7
2009	Cadets	1,926	1,833	777	13	80	38	2
2009	Direct Entry Officers	-	-	-	-	-	-	-
2009	Direct Entry Enlisted	-	-	-	-	-	-	-
2009	Apprentices	-	-	-	-	-	2	3
2009	Total	1,926	1,833	777	13	80	41	12

[19] Did not meet requirements- applicants who did not meet the minimum entry requirements- i.e. on age grounds, nationality, duplicate applicants.

[20] Disengaged/ Failed - includes applicants who were not successful at any stage of the competition (psychometric testing, fitness, interview, medical, security) plus those that that did not engage with the competition and were removed from the competition by J1.

Table C.4

Year	Category	Number of Applications	Number of first stage attendees	Did not meet requirements	Disengaged/ Failed	Withdrew	Commenced training	Dropped out During training
2010	General Service	7,772	6,103	3,562	1,386	283	118	3
2010	Cadets	2,554	2,476	1,660	0	78	32	3
2010	Direct Entry Officers	-	-	-	-	-	-	-
2010	Direct Entry Enlisted	-	-	-	-	-	-	-
2010	Apprentices	-	-	-	-	-	-	1
2010	Total	10,326	8,579	5,222	1,386	361	150	7

Table C.5

Year	Category	Number of Applications	Number of first stage attendees	Did not meet requirements [21]	Disengaged/ Failed[22]	Withdrew	Commenced training	Dropped out During training
2011	General Service	NO COMP	N/A	-	-	-	513	57
2011	Cadets	2,362	1,024	920	360	58	32	5
2011	Direct Entry Medical Officers (2011-2017 rolling comp)	125	70	32	44	11	1	-
2011	Direct Entry Enlisted	-	-	-	-		-	-
2011	Army School of Music	-	-	-	-		13	-
2011	Total	2,487	1,094	952	404	69	559	62

[21] Did not meet requirements- applicants who did not meet the minimum entry requirements- i.e. on age grounds, nationality, duplicate applicants.

[22] Disengaged/ Failed - includes applicants who were not successful at any stage of the competition (psychometric testing, fitness, interview, medical, security) plus those that that did not engage with the competition and were removed from the competition by J1.

Table C.6

Year	Category	Number of Applications	Number of first stage attendees	Did not meet requirements [23]	Disengaged/ Failed[24]	Withdrew	Commenced training	Dropped out During training
2012	General Service	10,293	6,741	5,971	3,335	217	639	111
2012	Cadets	2,477	2,340	685	84	53	37	4
2012	Direct Entry Medical Officers & Mil Judge	-	-	-	-	-	2	-
2012	Army School of Music	122	120	83	1	1	27	-
2012	Air Corp Apprentices	595	88				9	-
2012	Naval Service ERA's	47	18	27	1	1	7	-
2012	Total	13,534	9,307	6,766	3,421	272	721	115

[23] Did not meet requirements- applicants who did not meet the minimum entry requirements- i.e. on age grounds, nationality, duplicate applicants.

[24] Disengaged/ Failed - includes applicants who were not successful at any stage of the competition (psychometric testing, fitness, interview, medical, security) plus those that that did not engage with the competition and were removed from the competition by J1.

Table C.7

Year	Category	Number of Applications	Number of first stage attendees	Did not meet requirements [25]	Disengaged/ Failed[26]	Withdrew	Commenced training	Dropped out During training
2013	General Service	From 2012 Comp	-	-	-	-	394	85
2013	Cadets	2,607	2,340	2,180	251	63	34	2
2013	Direct Entry Medical Officers	0	-	-	-	-	1	-
2013	Direct Entry Enlisted AC App	378	279	-	-	-	7	-
2013	Naval Service ERA's	67	66	56	1	0	9	-
2013	Total	3,052	2,685	2,236	252	63	445	87

[25] Did not meet requirements- applicants who did not meet the minimum entry requirements- i.e. on age grounds, nationality, duplicate applicants.

[26] Disengaged/ Failed - includes applicants who were not successful at any stage of the competition (psychometric testing, fitness, interview, medical, security) plus those that that did not engage with the competition and were removed from the competition by J1.

Table C.8

Year	Category	Number of Applications	Number of first stage attendees	Did not meet requirements [27]	Disengaged/ Failed[28]	Withdrew	Commenced training	Dropped out During training
2014	General Service	7,332	4,958	2,170	2,907	277	444	106
2014	Cadets	1,826	1,725	1,515	56	45	43	4
2014	Direct Entry Medical Officers DE Conductor	0	-	-	-	-	4	-
2014	Direct Entry AC App	249	134	78	19	96	17	1
2014	Total	9,407	6,817	3,763	2,982	418	508	111

[27] Did not meet requirements- applicants who did not meet the minimum entry requirements- i.e. on age grounds, nationality, duplicate applicants.

[28] Disengaged/ Failed - includes applicants who were not successful at any stage of the competition (psychometric testing, fitness, interview, medical, security) plus those that that did not engage with the competition and were removed from the competition by J1.

Table C.9

Year	Category	Number of Applications	Number of first stage attendees	Did not meet requirements [29]	Disengaged/ Failed[30]	Withdrew	Commenced training	Dropped out During training
2015	General Service	5,387	1,165	457	3,783	439	307	62
2015	Cadets	1,714	335	831	1,316	63	49	8
2015	Direct Entry Medical Officers & DE Conductor	-	-	-	-	-	1	-
2015	Direct Entry Enlisted ERA	72	59	54	9	4	5	-
2015	Army School of Music	69	63	44	5	1	19	-
2015	Air Corp Apprentices	398	380	353	0	18	24	1
2015	Total	7,640	2,002	1,739	5,113	525	405	71

[29] Did not meet requirements- applicants who did not meet the minimum entry requirements- i.e. on age grounds, nationality, duplicate applicants.

[30] Disengaged/ Failed - includes applicants who were not successful at any stage of the competition (psychometric testing, fitness, interview, medical, security) plus those that that did not engage with the competition and were removed from the competition by J1.

Table C.10

Year	Category	Number of Applications	Number of first stage attendees	Did not meet requirements [31]	Disengaged/ Failed[32]	Withdrew	Commenced training	Dropped out During training
2016	General Service	4,589	4,357	1,858	1,960	224	590	128
2016	Cadets	4,807	4,459	254	4,330	94	100	7
2016	Direct Entry Medical Officers	-	-	-	-	-	-	-
2016	Direct Entry Enlisted	-	-	-	-	-	-	-
2016	Apprentices	344	164	153	147	33	-	4
2016	Total	9,740	8,980	2,265	6,437	351	690	139

[31] Did not meet requirements- applicants who did not meet the minimum entry requirements- i.e. on age grounds, nationality, duplicate applicants.

[32] Disengaged/ Failed - includes applicants who were not successful at any stage of the competition (psychometric testing, fitness, interview, medical, security) plus those that that did not engage with the competition and were removed from the competition by J1.

Table C.11

Year	Category	Number of Applications	Number of first stage attendees	Did not meet requirements [33]	Disengaged/ Failed[34]	Withdrew	Commenced training	Dropped out During training
2017	General Service	8,164	6,560	564	5,598	132	615	171
2017	Cadets	3,447	2,089	1,236	1,983	122	101	12
2017	Mil Med Officers	13	9	-	-	-	2	-
2017	Direct Entry NS Engineer	132	120	7	106	5	11	-
2017	Air Corp Apprentices	333	49	38	215	69	22	2
2017	Total	12,089	8,827	1,845	7,902	328	751	185

[33] Did not meet requirements- applicants who did not meet the minimum entry requirements- i.e. on age grounds, nationality, duplicate applicants.

[34] Disengaged/ Failed - includes applicants who were not successful at any stage of the competition (psychometric testing, fitness, interview, medical, security) plus those that that did not engage with the competition and were removed from the competition by J1.

Appendix D: Summary of Defence Forces Technical Pay Group 1 to 6 Trades

Table D.1

Tech Pay 1 (Examples)	Tech Pay 2 (examples)	Tech Pay 3 (examples)
Buglers/Pipe Band	Audio Video Production Assistant	Advanced Programmer (CIS)
Clerk	Cook	Ammunition Examiner Gr3 (Ordnance)
Driver	Fireman (Engineer)	Armourer (Ordnance)
Tent repairer (Ordnance)	Groom (Equitation)	Bricklayer (Engineer)
Writer	Librarian	Carpenter (Engineer)
Clerk Stores	Mechanic	Dental Surgeon (Medical)
AMC Medics (Medical)	Photographer (Air Corp)	Electrician (Engineer)
Barbers	Radio Operator (CIS)	Fitter (Transport/Cavalry/Engineer)
Technician Gr 1	Tailor	Joiner (Engineer)
Flight Attendant (Air Corp)	Telegraphist (CIS)	Painter (Engineer)
	Communications Operator (CIS)	Photographer (Naval Service)
	Technician Signals (CIS)	Plumber (Engineer)
	Diver Gr 2 (Naval Service)	Printer
	Instrumentalist (School of Music)	Sheet Metal Worker (Engineer)
	AMC Medic Gr 2 (Medical)	Turner (Engineer)
	Ammunition Examiner (Ordnance)	Welder (Engineer)
	Tech 2 Diver (Naval Service)	Air Corps Refueller (Air Corp)
		Maps draughter/Cartographer (Engineer)
		Instrumentalist (School of Music)
		IT Support Technician (CIS)
		Diving Gr3 (Naval Service)
		Emergency Medical Technician (Medical)
		Sensor Air Radar Operator (Air Corp)

Table D.2

Tech Pay 4 (Examples)	Tech Pay 5 (examples)	Tech Pay 6 (examples)
Aircraft Inspector (Air Corp)	Air Traffic Control Aerodrome and Approach Radar Controller (Air Corp)	Air Traffic Controller (Air Corp)
Aircraft Mechanic (Air Corp)	Aircraft Inspector (Air Corp)	Aircraft Inspector (Air Corp) should this be Senior
Chef	Analyst Programmer (CIS)	Laboratory Technician (Medical)
Dental Hygienist (Medical)	Armament Artificer (Ordnance)	Senior Electronic Engineering Technician (CIS)
Diving GR 4 (Naval Service)	Communications and Information Technician Grade A (CIS)	Senior IT Support Technician (CIS)
Health & Safety NCO's	Dental Laboratory Technician (Medical)	Senior Communications and Information Technician (CIS)
CIS Technician (CIS)	Draughtsman (Engineers Corp)	Senior Software Engineering Technician (CIS)
Scenes of Crime Examiner (SOCE) Technician (Military Police)	Electrical Artificer (Naval Service) (Ordnance)	
MP Investigator (Military Police)	Electronic Engineering Technician (CIS)	
	Engine room Artificer (Naval Service)	
	Instrument Mechanic (Air Corp)	
	Instrument Repairer (School of Music)	
	IT Support Technician (CIS)	
	Laboratory Attendant (Medical)	
	Radar Technician	
	Radio Technician	
	Radio/Radar Technician (Naval Service)	
	Shipwright/Hull Artificer	
	Software Engineering Technician	
	Surveyor (Engineer Corps)	

Appendix E: End of year strength figures 2013 to 2017

Table E.1

31-Dec-13

	Lt Gen	Maj Gen	Brig Gen	Col	Lt Col	Comdt	Capt	Lt	Total Offrs	SM	BQMS	CS	CQMS	Sgt	Cpl	Total NCOs	Ptes	Cadets	TOTAL
ARMY	1	2	7	35	108	251	273	258	**935**	29	33	111	165	897	1322	**2557**	3971	41	**7,504**
CAREER BREAK ARMY	-	-	-	-	-	1	9	1	**11**	-	-	1	-	-	10	**11**	45	-	**67**
SECONDED	-	-	1	1	-	-	1	-	**3**	-	-	-	-	-	-	**-**	-	-	**3**
Army Establishment	1	2	6	34	110	257	306	167	**883**	29	32	115	169	973	1,438	**2,756**	3,880		**7,519**
Army Vacancies	**0**	**0**	**-2**	**-2**	**2**	**5**	**23**	**-92**	**-66**	**0**	**-1**	**3**	**4**	**76**	**106**	**188**	**-136**	**-41**	**-55**
AIR CORPS	-	-	1	2	14	33	53	32	**135**	8	4	48	13	127	163	**363**	271	17	**786**
CAREER BREAK AC	-	-	-	-	-	1	-	-	**1**	-	-	-	-	1	3	**4**	2	-	**7**
SECONDED	-	-	-	-	-	-	-	-	**-**	-	-	-	-	-	-	**-**	-	-	**-**
Air Corps Establishment			1	3	14	36	65	48	**167**	8	4	56	14	131	183	**396**	324		**887**
Air Corps Vacancies	**0**	**0**	**0**	**1**	**0**	**2**	**12**	**16**	**31**	**0**	**0**	**8**	**1**	**3**	**17**	**29**	**51**	**-17**	**94**
NAVAL SERVICE	-	-	1	1	13	45	54	47	**161**	6	7	69	15	170	175	**442**	410	15	**1,028**
CAREER BREAK NS	-	-	-	-	-	-	2	-	**2**	-	-	-	-	-	1	**1**	2	-	**5**
SECONDED	-	-	-	-	-	-	-	-	**-**	-	-	-	-	-	-	**-**	-	-	**-**
Naval Service Establishment			1	2	13	45	81	41	**183**	6	7	75	15	226	180	**509**	402		**1,094**
Naval Service Vacancies	**0**	**0**	**0**	**1**	**0**	**0**	**25**	**-6**	**20**	**0**	**0**	**6**	**0**	**56**	**4**	**66**	**-10**	**-15**	**61**
TOTAL	**1**	**2**	**9**	**38**	**135**	**329**	**380**	**337**	**1,231**	**43**	**44**	**228**	**193**	**1,194**	**1,660**	**3,362**	**4,652**	**73**	**9,318**
TOTAL CAREER BREAKS	0	0	0	0	0	2	11	1	14	0	0	1	0	1	14	16	49	0	79
TOTAL SECONDED	0	0	1	1	0	0	1	0	3	0	0	0	0	0	0	0	0	0	3
WHOLE TIME EQUIVALENT	**1**	**2**	**8**	**37**	**135**	**327**	**368**	**336**	**1,214**	**43**	**44**	**227**	**193**	**1,193**	**1,646**	**3346**	**4603**	**73**	**9,236**
Total Establishment	**1**	**2**	**8**	**39**	**137**	**338**	**452**	**256**	**1,233**	**43**	**43**	**246**	**198**	**1,330**	**1,801**	**3,661**	**4,606**	**0**	**9,500**
Total VACANCIES	**0**	**0**	**0**	**2**	**2**	**11**	**84**	**-80**	**19**	**1**	**-1**	**19**	**5**	**137**	**155**	**315**	**3**	**-73**	**264**

Table E.2

31-Dec-14

	Lt Gen	Maj Gen	Brig Gen	Col	Lt Col	Comdt	Capt	Lt	Total Offrs	SM	BQMS	CS	CQMS	Sgt	Cpl	Total NCOs	Ptes	Cadets	TOTAL
ARMY	1	2	7	33	104	243	292	220	**902**	29	32	101	158	872	1406	**2598**	3983	39	**7,522**
CAREER BREAK ARMY	-	-	-	-	-	-	11	1	**12**	-	-	1	-	1	10	**12**	39	-	**63**
SECONDED	-	-	1	-	-	-	1	-	**2**	-	-	-	-	-	-	**-**	-	-	**2**
WTE ARMY	1	2	6	33	104	243	280	219	888	29	32	100	158	871	1396	2586	3944	39	7457
Army Establishment	1	2	6	34	110	257	306	167	**883**	29	32	115	169	973	1,438	**2,756**	3,880		**7,519**
Army Vacancies	**0**	**0**	**-1**	**1**	**6**	**14**	**14**	**-53**	**-19**	**0**	**0**	**14**	**11**	**101**	**32**	**158**	**-103**	**-39**	**-3**
AIR CORPS	-	-	1	2	11	31	55	28	**128**	8	4	50	14	125	160	**361**	257	23	**769**
CAREER BREAK AC	-	-	-	-	-	-	-	-	**0**	-	-	-	-	1	2	**3**	0	-	**3**
SECONDED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**-**	-	-	**-**
WTE AIR CORPS	0	0	1	2	11	31	55	28	128	8	4	50	14	124	158	358	257	23	766
Air Corps Establishment			1	3	14	36	65	48	**167**	8	4	56	14	131	183	**396**	324		**887**
Air Corps Vacancies	**0**	**0**	**0**	**1**	**3**	**5**	**10**	**20**	**39**	**0**	**0**	**6**	**0**	**6**	**23**	**35**	**67**	**-23**	**118**
NAVAL SERVICE	-	-	1	2	13	43	64	34	**157**	6	7	68	15	170	172	**438**	457	12	**1,064**
CAREER BREAK NS	-	-	-	-	-	-	3	-	**3**	-	-	-	-	-	1	**1**	3	-	**7**
SECONDED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**-**	-	-	**-**
WTE NS	0	0	1	2	13	43	61	34	154	6	7	68	15	170	171	437	454	12	1,057
Naval Service Establishment			1	2	13	45	81	41	**183**	6	7	75	15	226	180	**509**	402		**1,094**
Naval Service Vacancies	**0**	**0**	**0**	**0**	**0**	**2**	**17**	**7**	**26**	**0**	**0**	**7**	**0**	**56**	**8**	**71**	**-55**	**-12**	**30**
TOTAL CAREER BREAKS	0	0	0	0	0	0	14	1	15	0	0	1	0	2	13	16	42	0	73
TOTAL SECONDED	0	0	1	0	0	0	1	0	2	0	0	0	0	0	0	0	0	0	2
WHOLE TIME EQUIVALENT	**1**	**2**	**8**	**37**	**128**	**317**	**396**	**281**	**1,170**	**43**	**43**	**218**	**187**	**1,165**	**1,725**	**3,381**	**4,655**	**74**	**9,280**
Total Establishment	**1**	**2**	**8**	**39**	**137**	**338**	**452**	**256**	**1,233**	**43**	**43**	**246**	**198**	**1,330**	**1,801**	**3,661**	**4,606**	**0**	**9,500**
Total VACANCIES	**0**	**0**	**0**	**2**	**9**	**21**	**56**	**-25**	**63**	**0**	**0**	**28**	**11**	**165**	**76**	**280**	**-49**	**-74**	**220**

Table E.3

31-Dec-15

	Lt Gen	Maj Gen	Brig Gen	Col	Lt Col	Comdt	Capt	Lt	Total Offrs	SM	BQMS	CS	CQMS	Cpl	Total NCOs	Ptes	Cadets	TOTAL
ARMY	1	2	6	33	106	263	267	186	**864**	29	32	103	162	1,308	**2,553**	3,893	48	**7,358**
CAREER BREAK ARMY	-	-	-	-	-	5	9	3	**17**	-	-	-	-	5	**6**	24	-	**47**
SECONDED	-	-	-	-	-	-	1	-	**1**	-	-	-	-	-	**1**	-	-	**2**
WTE ARMY	1	2	6	33	106	258	257	183	846	29	32	103	162	1,303	2,546	3,869	48	7,309
Army Establishment	1	2	6	34	110	257	306	167	**883**	29	32	115	169	1,438	**2,756**	3,880		**7,519**
Army Vacancies	**0**	**0**	**0**	**1**	**4**	**-6**	**39**	**-19**	**19**	**0**	**0**	**12**	**7**	**130**	**203**	**-13**	**-48**	**161**
AIR CORPS	-	-	1	2	14	31	60	16	**124**	8	4	54	14	150	**354**	245	27	**750**
CAREER BREAK AC	-	-	-	-	-	-	-	-	**0**	-	-	-	-	1	**2**	-	-	**2**
SECONDED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WTE AIR CORPS	0	0	1	2	14	31	60	16	124	8	4	54	14	149	352	245	27	748
Air Corps Establishment			1	3	14	36	65	48	**167**	8	4	56	14	183	**396**	324		**887**
Air Corps Vacancies	**0**	**0**	**0**	**1**	**0**	**5**	**5**	**32**	**43**	**0**	**0**	**2**	**0**	**33**	**42**	**79**	**-27**	**137**
NAVAL SERVICE	-	-	1	2	13	51	52	32	**151**	6	7	76	15	140	**431**	489	15	**1,086**
CAREER BREAK NS	-	-	-	-	-	-	1	-	**1**	-	-	-	-	1	**1**	1	-	**3**
SECONDED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WTE NS	0	0	1	2	13	51	51	32	150	6	7	76	15	139	430	488	15	1,083
Naval Service Establishment			1	2	13	45	81	41	**183**	6	7	75	15	180	**509**	402		**1,094**
Naval Service Vacancies	**0**	**0**	**0**	**0**	**0**	**-6**	**29**	**9**	**32**	**0**	**0**	**-1**	**0**	**40**	**78**	**-87**	**-15**	**8**
TOTAL CAREER BREAKS	0	0	0	0	0	5	10	3	18	0	0	0	0	7	9	25	0	52
TOTAL SECONDED	0	0	0	0	0	0	1	0	1	0	0	0	0	0	1	0	0	2
WHOLE TIME EQUIVALENT	**1**	**2**	**8**	**37**	**133**	**340**	**368**	**231**	**1,120**	**43**	**43**	**233**	**191**	**1,591**	**3,328**	**4,602**	**90**	**9,140**
Total Establishment	**1**	**2**	**8**	**39**	**137**	**338**	**452**	**256**	**1,233**	**43**	**43**	**246**	**198**	**1,801**	**3,661**	**4,606**	**0**	**9,500**
Total VACANCIES	**0**	**0**	**0**	**2**	**4**	**-2**	**84**	**25**	**113**	**0**	**0**	**13**	**7**	**210**	**333**	**4**	**-90**	**360**

Table E.4

31-Dec-16

	Lt Gen	Maj Gen	Brig Gen	Col	Lt Col	Comdt	Capt	Lt	Total Offrs	SM	BQMS	CS	CQMS	Sgt	Cpl	Total NCOs	Ptes	Cadets	TOTAL
ARMY	1	3	6	32	104	264	274	140	**824**	29	31	93	155	849	1,362	**2,519**	3,947	107	**7,397**
CAREER BREAK ARMY	-	-	-	-	-	8	11	2	**21**	-	-	-	-	2	13	**15**	24	-	**60**
SECONDED	-	1	-	-	-	-	3	-	**4**	-	-	-	-	1		**1**	-	-	**5**
WTE ARMY	1	2	6	32	104	256	260	138	799	29	31	93	155	846	1,349	2,503	3,923	107	7,332
Army Establishment	1	2	6	34	110	257	306	167	**883**	29	32	115	169	973	1,438	**2,756**	3,880		**7,519**
Army Vacancies	**0**	**-1**	**0**	**2**	**6**	**-7**	**32**	**27**	**59**	**0**	**1**	**22**	**14**	**124**	**76**	**237**	**-67**	**-107**	**122**
AIR CORPS	-	-	1	3	12	32	49	22	**119**	8	3	55	12	111	155	**344**	221	26	**710**
CAREER BREAK AC	-	-	-	-	-	-	-	-	**0**	-	-	-	-	1	4	**5**	1	-	**6**
SECONDED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WTE AIR CORPS	-	-	**1**	**3**	**12**	**32**	**49**	**22**	119	8	3	55	12	110	151	339	220	26	704
Air Corps Establishment			1	3	14	36	65	48	**167**	8	4	56	14	131	183	**396**	324		**887**
Air Corps Vacancies	**0**	**0**	**0**	**0**	**2**	**4**	**16**	**26**	**48**	**0**	**1**	**1**	**2**	**20**	**28**	**52**	**103**	**-26**	**177**
NAVAL SERVICE	-	-	1	2	13	51	50	34	**151**	6	7	68	13	173	130	**397**	518	27	**1,093**
CAREER BREAK NS	-	-	-	-	-	-	1	-	**1**	-	-	-	-	-	1	**1**	1	-	**3**
SECONDED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WTE NS	0	0	1	2	13	51	49	34	150	6	7	68	13	173	129	396	517	27	1,090
Naval Service Establishment			1	2	13	45	81	41	**183**	6	7	75	15	226	180	**509**	402		**1,094**
Naval Service Vacancies	**0**	**0**	**0**	**0**	**0**	**-6**	**31**	**7**	**32**	**0**	**0**	**7**	**2**	**53**	**50**	**112**	**-116**	**-27**	**1**
TOTAL CAREER BREAKS	0	0	0	0	0	8	12	2	22	0	0	0	0	3	18	21	26	0	69
TOTAL SECONDED	0	1	0	0	0	0	3	0	4	0	0	0	0	1	0	1	0	0	5
WHOLE TIME EQUIVALENT	**1**	**2**	**8**	**37**	**129**	**339**	**358**	**194**	**1,068**	**43**	**41**	**216**	**180**	**1,129**	**1,629**	**3,238**	**4,660**	**160**	**9,126**
Total Establishment	**1**	**2**	**8**	**39**	**137**	**338**	**452**	**256**	**1,233**	**43**	**43**	**246**	**198**	**1,330**	**1,801**	**3,661**	**4,606**	**0**	**9,500**
Total VACANCIES	**0**	**0**	**0**	**2**	**8**	**-1**	**94**	**62**	**165**	**0**	**2**	**30**	**18**	**201**	**172**	**423**	**-54**	**-160**	**374**

Table E.5

31-Dec-17

	Lt Gen	Maj Gen	Brig Gen	Col	Lt Col	Comdt	Capt	Lt	Total Offrs	SM	BQMS	CS	CQMS	Sgt	Cpl	Total NCOs	Ptes	Cadets	TOTAL
ARMY	1	2	6	35	103	257	282	107	**793**	27	32	98	145	768	1,356	**2,426**	4,092	**150**	**7,461**
CAREER BREAK ARMY	-	-	-	-	-	7	13	1	**21**	-	-	-	-	1	11	**12**	38	-	**71**
SECONDED	-	-	-	-	-	1	2	-	**3**	-	-	-	-	1	-	**1**	-	-	**4**
WTE ARMY	1	2	6	35	103	249	267	106	769	27	32	98	145	766	1,345	2,413	4,054	150	7,386
Army Establishment	1	2	6	34	110	257	306	167	**883**	29	32	115	169	973	1,438	**2,756**	3,880		**7,519**
Army Vacancies	**0**	**0**	**0**	**-1**	**7**	**0**	**24**	**60**	**90**	**2**	**0**	**17**	**24**	**205**	**82**	**330**	**-212**	**-150**	**58**
AIR CORPS	-	-	1	2	15	36	43	9	**106**	8	4	54	14	107	137	**324**	258	38	**726**
CAREER BREAK AC	-	-	-	-	-	-	-	-	**0**	-	-	-	-	-	1	**1**	1	-	**2**
SECONDED	-	-	-	-	-	-	-	-	**-**	-	-	-	-	-	-	**-**	-	-	**-**
WTE AIR CORPS	**-**	**-**	**1**	**2**	**15**	**36**	**43**	**9**	106	8	4	54	14	107	136	323	257	38	724
Air Corps Establishment			1	3	14	36	65	48	**167**	8	4	56	14	131	183	**396**	324		**887**
Air Corps Vacancies	**0**	**0**	**0**	**1**	**-1**	**0**	**22**	**39**	**61**	**0**	**0**	**2**	**0**	**24**	**46**	**72**	**66**	**-38**	**161**
NAVAL SERVICE	-	-	1	1	13	50	55	55	**175**	6	7	74	15	170	149	**421**	444	24	**1,064**
CAREER BREAK NS	-	-	-	-	-	-	-	-	**0**	-	-	-	-	-	1	**1**	-	-	**1**
SECONDED	-	-	-	-	-	-	-	-	**-**	-	-	-	-	-	-	**-**	-	-	**-**
WTE NS	0	0	1	1	13	50	55	55	175	6	7	74	15	170	148	420	444	24	1,063
Naval Service Establishment			1	2	13	45	81	41	**183**	6	7	75	15	226	180	**509**	402		**1,094**
Naval Service Vacancies	**0**	**0**	**0**	**1**	**0**	**-5**	**26**	**-14**	**8**	**0**	**0**	**1**	**0**	**56**	**31**	**88**	**-42**	**-24**	**30**
TOTAL CAREER BREAKS	0	0	0	0	0	7	13	1	21	0	0	0	0	1	13	14	39	0	74
TOTAL SECONDED	0	0	0	0	0	1	2	0	3	0	0	0	0	1	0	1	0	0	4
WHOLE TIME EQUIVALENT	**1**	**2**	**8**	**38**	**131**	**335**	**365**	**170**	**1,050**	**41**	**43**	**226**	**174**	**1,043**	**1,629**	**3,156**	**4,755**	**212**	**9,173**
Total Establishment	**1**	**2**	**8**	**39**	**137**	**338**	**452**	**256**	**1,233**	**43**	**43**	**246**	**198**	**1,330**	**1,801**	**3,661**	**4,606**	**0**	**9,500**
Total VACANCIES	**0**	**0**	**0**	**1**	**6**	**3**	**87**	**86**	**183**	**2**	**0**	**20**	**24**	**287**	**172**	**505**	**-149**	**-212**	**327**

Appendix F: Summary of Defence Forces superannuation arrangements

Joined before April 2004	
Main features	Benefits are payable immediately on retirement after relatively short periods of service, and regardless of age. There is no preservation of benefits.
Officers	• Pension and gratuity payable on retirement after 12 years' service. • Maximum pension (½ pay*) payable from 23 – 28 years' service depending on rank, service in rank, overall service etc. • Maximum gratuity (1½ times pensionable pay) is payable within 4 years of normal retirement age for the rank. • Pre-6 April 1995 officers (insured for modified PRSI 'Class C') pay 1½% contribution towards spouses' & children's pensions, but no 'main scheme' contribution. • Post-5 April 1995 officers (full PRSI 'Class A') pay standard public service 6½% pension contributions. *Their pensions are subject to standard integration with the Social Insurance system. In effect, maximum retirement pension = 50% of pensionable pay less the annual maximum personal rate of State Pension Contributory (SPC).
Enlisted personnel	• Pension and gratuity are payable on discharge after 21 years' service, with maximum benefits payable after 31 years' service. • Pension is subject to a partial form of integration with Social Insurance system. • Maximum pension is approx. 50% of reckonable pay, while maximum gratuity is 65 weeks' pensionable pay. • 1½% spouses' and children's contribution; but no 'main scheme' contribution.

Joined between April 2004 and December 2012	
Main features	'Minimum pension age' is 50 regardless of rank. This means that pension and gratuity are payable immediately on retirement only if you serve to age 50. Otherwise, where retirement is before age 50, pension and gratuity are preserved, i.e. payable from age 60.
Officers and Enlisted Personnel	• Benefits are fully pay-related and based on overall qualifying service and pensionable pay. • Maximum benefits accrue over 30 years (rather than 40). • In effect, maximum retirement pension = ½ pensionable pay less the annual maximum personal rate of State Pension Contributory (SPC). • Maximum retirement gratuity = 1½ times pensionable pay. • Pension is subject to standard integration with Social Insurance system, as in public service pension schemes generally. • Officers pay standard 6½% contribution, while enlisted personnel pay 1½% to spouses' and children's scheme only.

Joining from 1st January 2013 onwards – new public service Single Pension Scheme	
Officers and Enlisted Personnel	• Retirement benefits are based on 'career average earnings', rather than 'final salary' as applies generally. Benefits to be linked to the CPI. • 'Minimum pension age' is age 50; otherwise, where leaving before age 50, pension and gratuity will be preserved. • Pensions, integrated with the Social Insurance system, accrue at a 'fast accrual' rate of 1/70th a year (instead of a standard 1/80th in other public service areas), but with a higher contribution rate of 7.5% (instead of standard 6.5% for new entrants generally). • Where compulsorily retired on HR policy grounds from the PDF before age 50, preserved benefits will, exceptionally, be payable from age 60 rather than State Pension age (68) generally.

Appendix G: Civilian Employee Numbers 1998-2017

Table G.1 Civilian Employee Numbers 1998-2017

Year	No of employees
1998	1,260
1999	1,245
2000	1,200
2001	1,150
2002	1,075
2003	1,025
2004	966
2005	917
2006	882
2007	857
2008	829
2009	820
2010	773
2011	735
2012	668
2013	601
2014	541
2015	499
2016	479
2017	469

Appendix H: Recruitment specifics

Table H.1

Year	Grade	Number Recruited
2010	Pharmacist	1
2011	Fitter Principal Social Worker (Temp)	1 1
2012	Fitter, Electrician Storekeeper/Clerk Principal Social Worker Archivist Ombudsman	3 1 4 1 1 1
2013	Social Worker (Temp)	1

Appendix I: Civilian competitions 2014 - 2017

Table I.1 (This table is spread across several pages)

Year	Vacancies	Competition	No of Applications	Number Interviewed	Number On Panel	Number Appointed	Number Of Refusals	Number where pay and or pension abatement was a factor
2014								
	2	**Permanent Part Time Social Worker**	5	5	5	2	2	0
	3	*** Fitters x 4**	17	16	10	4	1	0
	1	**Senior Pharmaceutical Technician**	14	11	11	1	0	0
	4	**MIF Administrator**	37	15	15	4	1	1
	2	**Senior Medical Scientist**	19	6	5	2	0	0
2015								
	1	**Senior Physiotherapist**	24	17	15	1	0	0
	1	*** Fitter (from 2014 competition)**				1	0	0

Year	Vacancies	Competition	No of Applications	Number Interviewed	Number On Panel	Number Appointed	Number Of Refusals	Number Interviewed
2016	**5**	**Apprentices x 5 (Electrician, Fabricator, Fitter x 3)**	45	37	22	5	1	0
	8	**** Storekeepers grade II**	45	36	23	8	2	2
	4.5	**** Physiotherapists**	83	22	19	4.5	3 (+ 2 subsequently left employment)	3 (+ 2)
	1	****** Social Worker**	57	21	17	1	2	0
	3	**Aircraft Inspector/Instructor**						
		Fixed Wing X 1	3	2	2	1	0	0
		Rotary X 1	5	4	4	1	0	0
		Avionics X 1	4	3	2	1	1	1
	1	**General Operative Band 2**	25	9	3	1	0	0
	2	*** Fitter (from 2014 competition)**				2	0	0
	1	**Clinical Psychologist**	1	1	1	0	1	1

Year	Vacancies	Competition	No of Applications	Number Interviewed	Number On Panel	Number Appointed	Number Of Refusals	Number where pay and or pension abatement was a factor
2017	**4**	**** Storekeepers grade II (from 2016 competition)**				4	1	1
	1	***** Physiotherapist (from 2016 competition)**				1	2	0
	2	****** Social Worker (from 2016 competition)**				2	2	0
	2	**General Operative Band1**	2	2	2	1	1	1
	2	**General Operative Band 2**	9	9	8	2	0	0
	4	**Craftsman - Heavy Vehicle Mechanics**	17	16	14	4	0	0
	2	**Quantity Surveyor Grade 2**	24	2	1	1 (subsequently reached on QS1 panel and appointed)	0	0
	2	**Quantity Surveyor Grade 1**	28	10	9	1	4	2
	1	**Clinical Psychologist (Second running of competition)**	5	1	1	0	1	1
	1	**Senior Clerk of Works**	5	5	4	0	2	2

Appendix J: Cost of Psychology Services

Table J.1

Cost of Psychology services provided to the Defence Forces:

Year	**Cost - €**
2016	4,443
2017	53,775

Appendix K: Cost of Physiotherapy Services

Table K.1

Cost of providing outside Physiotherapy Services to the Defence Forces

Year	Outsourced Cost - €	Physiotherapist Salaries - €	Total Cost - €
2013	380,177		
2014	372,849		
2015	389,223	14,411	**403,634**
2016	292,291	*118,697	**410,998**
2017	106,618	202,430	**309,048**

* Physiotherapists recruited mid-year 2016

Appendix L: Civilian Leavers by category 2011 - 2017

Table L.1 Leavers by category 2011 to 2017

Grade	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**Total**
Telephonist	1	1	1	0	0	0	3	6
Specialist	2	1	3	2	1	3	1	13
Storekeeper/Clerk	13	13	12	5	2	6	6	57
General Operative	20	29	24	14	4	7	10	108
Craftworker	19	25	17	10	6	11	10	98
Technician	1	1	1	0	3	1	1	8
Clerk of Works	1	0	1	0	2	0	0	4
Chargehand/Barrack Foreman of Works	4	6	2	4	2	6	1	25
Total	61	76	61	35	20	34	32	**319**

Appendix M: Statistics regarding Sick Leave

Table M.1 Stats on Sick Leave, Absence Rates:

YEAR	End of year civilian staff numbers	ABSENCE RATE (DAYS)	Average
2007	829	18,435.8	22.2
2013	601	10,663.7	17.7
2014	541	9,072.0	16.7
2015	499	8,474.3	16.9
2016	479	7,078.4	14.7
2017	469	7,807	16.6

Appendix N: Summary of Pay & Allowance Adjustments for PDF from 2010 to 2018

Table N.1

Jan 2010	**Reductions under FEMPI (No. 2), 2009** **Pay reductions on basic salary up to €125,000** 5% on the first €30,000 of salary 7.5% on the next €40,000 of salary 10% on the next €55,000 of salary **Pay reductions on basic salary over €125,000** 8% between €125,000 and €165,000 12% between €165,000 and €200,000 15% if over €200,000
Jan 2011	New entrants pay scales reduced by 10%. Allowances for new entrants reduced by 10%. Increment freezes (under €65k)
July 2013	**Pay reduction on remuneration over €65,000 (FEMPI 2013)/HRA** Up to €80,000 reduced by 5.5 per cent Any amount over €80,000 not over €150,000 but 8 % Any amount over €150,000 but not over €185,000 reduced by 9 % Any amount over €185,000 reduced by 10 per cent
July 2013	**Haddington Road Agreement Appendix 2: - Defence Sector Collective Agreement** A pay scale (**Annex 2**) was introduced with further reductions for all Enlisted Recruits and Privates regardless of entry date and included an adjustment to the rate of MSA. Reduction of allowances by 10% (**Annex 1**) Premium rate for Sat/Sun Security Duty Allowance was flat rated Cessation of Border Duty Allowance and Instructors Allowance for Officers.
Nov 2013	Annex 2 payscales amended with differentiation between pre 2013 and post 2013 Privates. Fixed allowances previously reduced by 10% for new entrants restored.
Jan 2016	Annualised salaries up to €24,000 increased by 2.5% w/e/f 1 January, 2016. (FEMPI 2015) Annualised salaries from €24,001 to €31,000 increased by 1% w/e/f 1 January, 2016.
Apr 2017	Annualised salaries under €65,000 increased by €1,000. Annualised salaries between €65K and €110K previously reduced under FEMPI 2013 restored by 50%. Annualised salaries over €110K previously reduced under FEMPI 2013 is restored by a third.
Jun 2017	A revised pay-scale for Post 2013 Privates was introduced and back dated to **1st July, 2016.**
Jan 2018	Annualised salaries between €65k to €110K receive final half of restoration **(FEMPI 2015**) Annualised salaries to increase by 1% (**PSSA 2018-2020**)
Apr 2018	Annualised salaries over €110K receive 2nd part of restoration. (**FEMPI 2015**)
Oct 2018	Annualised salaries to increase by 1% (**PSSA 2018-2020).**

Future Provisions

Table N.2

2019	Jan	Annualised salaries up to €30,000 to increase by 1% (**PSSA 2018-2020**).
	April	Annualised salaries over €110k to receive 3rd & final part of restoration **(FEMPI 2015**)
	Sep	Annualised salaries to increase by 1.75% (**PSSA 2018-2020**).
2020	Jan	Annualised salaries up to €32,000 to increase by 0.5% **(PSSA 2018 - 2020**).
	Oct	Annualised salaries to increase by 2% (**PSSA 2018-2020**).